

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

No. 29,439

Thursday October 4 1984

El Salvador: Reagan pours on the firepower, Page 5

D 8523 B

NEWS SUMMARY

GENERAL

Labour votes to close U.S. N-bases
Texans double stake in Disney

Britain's opposition Labour Party overwhelmingly approved a call for the removal of U.S. nuclear bases from the UK, but rejected a bid to close all U.S. conventional bases as well.

The party's annual conference voted four to one in favour of a non-nuclear defence policy, including the immediate decommissioning of Britain's Polaris missiles by an incoming Labour Government.

The vote came despite warnings from former Prime Minister James Callaghan and Shadow Foreign Secretary Denis Healey of possible adverse effects on relations with Washington and NATO. Page 29

EEC talks stalled

Talks between the EEC and Spain and Portugal on terms of their accession were deadlocked as Community foreign ministers failed to agree a common stance. Meanwhile the deal on EEC spending agreed on Tuesday should persuade the European Parliament to release Britain's outstanding £10m (S\$66m) budget rebate for 1983. Page 2

FBI spy charge

U.S. Federal Bureau of Investigation arrested veteran FBI counter-intelligence agent Richard Miller, 47, on charges of passing classified documents to the Soviet Union - the first known security breach in the agency's 76-year history.

Clampdown rejected

West German Government rejected moves by right-wing Interior Minister Friedrich Zimmermann to restrict severely the right of foreign workers to bring their families into the country.

Iran attack call

Spokesman for Iran's Supreme Defense Council called for new military offensives against Iraq to end the four-year Gulf war.

SA toll rises

A black woman was found dead after South African riot police clashed with black youths in Duthiza, 50 km south-east of Johannesburg, as unrest among students continued across the nation.

Sage's secrets out

The family records of Confucius, China's greatest sage, kept secret for 2,000 years, will be available to Chinese and foreign scholars.

De Lorean move

U.S. bankruptcy judge rejected claims worth more than \$200m against John De Lorean's defunct sports car company, including two filed in the name of a Detroit bank that denied it was a creditor.

French job row

The appointment of Jean-Claude Hébert, a close associate of President François Mitterrand, as chairman of a French television network has aroused political controversy. Page 2

Caribou drown

At least 7,000 caribou drowned while migrating across Canada's Quebec province. Angry Eskimos blamed the local power authority for letting too much water through a dam.

Ferry deaths

Nineteen people, 10 of them children, are now feared to have drowned when a pleasure boat sank after a collision with a barge under tow in the Elbe at Hamburg. Page 21

Sweden	Skr 10	Iceland	kr 2000	Portugal	Esc 60
Switzerland	Fr 3,953	Italy	lira 1000	S. Africa	Rf 6,000
Belgium	Bfr 17,28	Spain	peseta 1000	Spain	peseta 1000
Canada	Cdn 23	France	Fr 500	Fr 500	Fr 500
Spain	Ecu 89	Japan	Yen 100	Yen 100	Yen 100
Denmark	Dkr 7,75	U.K.	£ 100	£ 100	£ 100
Finland	Frk 5,50	Malta	Lm 100	Lm 100	Lm 100
Irish	£ 8,20	Mexico	Pes 300	Pes 300	Pes 300
Portugal	Esc 12	Poland	Zl 100	Zl 100	Zl 100
U.S.A.	U.S. \$ 12	Turkey	TL 100	TL 100	TL 100
U.S.S.R.	Rub 15	Philippines	Pes 30	Pes 30	Pes 30
		U.S.A.	\$ 1.50		

First Chicago to write off \$279m against bad loans

BY WILLIAM HALL AND PAUL TAYLOR IN NEW YORK

FIRST CHICAGO, the tenth largest banking group in the U.S., said yesterday that it would report a \$70m to \$75m third-quarter loss after taking a substantial \$279m write-off against troubled loans, primarily to U.S. domestic borrowers.

The announcement, which followed a review conducted by both the bank and the U.S. Comptroller of the Currency's bank examiners, came as a shock to Wall Street and sent bank share prices plunging in early trading.

It also prompted a renewed bout of jitters in the financial markets which are still feeling the effects of near failure of Continental Illinois, another Chicago bank, earlier this year.

On Wall Street yesterday, analysts saw no immediate parallel between Continental Illinois's problems and First Chicago's actions. They noted, however, that both banks are big corporate lenders and, because of their geographic position, are big lenders to the mid-west agricultural sector.

First Chicago closed down \$34 at \$204, wiping over \$140m off its market capitalisation. The opening of trading in the banking group's shares was delayed, but the stock

was the most actively traded on the New York Stock Exchange.

Other bank shares were also marked sharply lower immediately after the announcement with most losing \$1 or more, but most began to recover later in the day. Manufacturers Hanover shares, for example, lost \$14 to close at \$284 in early trading but recovered to \$294 after the New York-based banking group said its third-quarter earnings would "compare favourably" with the \$88m net profit in the equivalent 1983 quarter and added that "we are continuing to fund in the usual fashion."

First Chicago said it had increased its provision for loan losses more than sixfold to \$308m from \$49.4m in the second quarter. This move reflected "significant charge-offs" in the bank's U.S. energy and agricultural lending and also its overseas shipping and construction portfolio. "We had to take some very strong actions for these sectors of the portfolio," Mr Barry Sullivan, chairman, said yesterday.

Mr Sullivan said: "We are confident of provision of this magnitude is a one-time event." He said First Chicago's 1984 profits would be lower than we had earlier anticipated but our consolidated ratio of pri-

mary capital to assets was approximately 5.9 per cent on September 30 despite the third-quarter loss; and our overall financial condition is strong."

First Chicago said the increase in charge-offs and provisions resulted from a quarterly review of the group's \$24.5bn worldwide loans portfolio. Bank regulatory agencies conducted an examination of First Chicago's loan portfolio in the third quarter but the bank stressed that it would have taken "identical action" even had there been no official examination.

The Chicago-based bank said it was revising its capital plans to provide for further improvement in its ratio of primary capital to assets and is planning to strengthen its management of "criticised assets" - those under special scrutiny by regulators. Accordingly the bank will enter into an agreement with the Comptroller of the Currency under which it will submit these plans for official review.

First Chicago, which had one of the lower loan loss reserve ratios among the U.S. majors, said that it

Continued on Page 20
Lex, Page 20; Background, Page 21

Paris joins Bonn in plan to abolish withholding tax

BY RUPERT CORNWELL IN BONN AND DAVID HOUSEGO IN PARIS

FRANCE is to abolish the 25 per cent withholding tax on new domestic bond issues purchased by non-residents.

The move, announced yesterday in Paris, coincided with a formal decision by the Bonn Government to abolish West Germany's similar 25 per cent withholding tax on domestic bonds bought by foreign buyers.

The separate but co-ordinated announcements are a bid to maintain competition with the U.S. for overseas funds, after Washington's decision in August to abandon withholding taxes on foreign investors in government and corporate bonds.

The hope, particularly in Bonn, is that capital inflows will be increased and domestic interest rates kept down.

M. Pierre Bérégovoy, the French Finance Minister, said that the joint decision showed the "example character" of co-operation between the two governments.

The French measure applies to future issues, while the West German move covers new and old fixed-interest securities and will be retroactive to August 1. The West German plan must be approved by

both houses of parliament, the Bundestag and the Bundesrat. This could take three months or more.

Although the Bonn Government's intention to get rid of the tax has been known for two months, it could still run into trouble in the Bundesrat, made up of representatives from the federal states.

Several state governments have indicated unhappiness with the complete removal of withholding tax, of which they receive half the proceeds (DM 213m in 1983).

Explaining the Cabinet's decision last night, Herr Gerhard Stoltenberg, the Finance Minister, claimed that even the smallest drop in interest rates caused by the move would save the states more than the sum presently raised by the tax.

He defended the inclusion of old as well as new bonds in the measure by the need to prevent additional distortions in the workings of the West German capital market.

The demise of the tax has long been discounted by West German markets. It is unlikely to provoke any immediate reaction, according to traders, even though foreign in-

vestments in West Germany should become more attractive when the decision comes into force.

The tax was enacted in 1965 to deter unwanted inflows of speculative currency, gambling on a revaluation of the D-Mark. The Bundesbank has long been pressing for it to go, arguing that it has become a counter-productive anachronism now that the dollar is strong, and the D-Mark relatively weak.

In Paris, finance ministry officials said yesterday that foreign purchases of French bond issues had been fairly small. In practice many foreigners moved out of French bonds shortly after the Socialists took power because of devaluation fears.

Foreigners' interest in them has been returning of late, reflecting increased confidence in the French economy. Banks recently asked the Treasury whether it would be possible to reopen the Eurofranc bond market. No decision has been taken.

The demise of the tax has long been discounted by West German markets. It is unlikely to provoke any immediate reaction, according to traders, even though foreign in-

vestments in West Germany should become more attractive when the decision comes into force.

The tax was enacted in 1965 to deter unwanted inflows of speculative currency, gambling on a revaluation of the D-Mark. The Bundesbank has long been pressing for it to go, arguing that it has become a counter-productive anachronism now that the dollar is strong, and the D-Mark relatively weak.

In Paris, finance ministry officials said yesterday that foreign purchases of French bond issues had been fairly small. In practice many foreigners moved out of French bonds shortly after the Socialists took power because of devaluation fears.

Foreigners' interest in them has been returning of late, reflecting increased confidence in the French economy. Banks recently asked the Treasury whether it would be possible to reopen the Eurofranc bond market. No decision has been taken.

The demise of the tax has long been discounted by West German markets. It is unlikely to provoke any immediate reaction, according to traders, even though foreign in-

vestments in West Germany should become more attractive when the decision comes into force.

The tax was enacted in 1965 to deter unwanted inflows of speculative currency, gambling on a revaluation of the D-Mark. The Bundesbank has long been pressing for it to go, arguing that it has become a counter-productive anachronism now that the dollar is strong, and the D-Mark relatively weak.

In Paris, finance ministry officials said yesterday that foreign purchases of French bond issues had been fairly small. In practice many foreigners moved out of French bonds shortly after the Socialists took power because of devaluation fears.

Foreigners' interest in them has been returning of late, reflecting increased confidence in the French economy. Banks recently asked the Treasury whether it would be possible to reopen the Eurofranc bond market. No decision has been taken.

The demise of the tax has long been discounted by West German markets. It is unlikely to provoke any immediate reaction, according to traders, even though foreign in-

vestments in West Germany should become more attractive when the decision comes into force.

The tax was enacted in 1965 to deter unwanted inflows of speculative currency, gambling on a revaluation of the D-Mark. The Bundesbank has long been pressing for it to go, arguing that it has become a counter-productive anachronism now that the dollar is strong, and the D-Mark relatively weak.

In Paris, finance ministry officials said yesterday that foreign purchases of French bond issues had been fairly small. In practice many foreigners moved out of French bonds shortly after the Socialists took power because of devaluation fears.

Foreigners' interest in them has been returning of late, reflecting increased confidence in the French economy. Banks recently asked the Treasury whether it would be possible to reopen the Eurofranc bond market. No decision has been taken.

The demise of the tax has long been discounted by West German markets. It is unlikely to provoke any immediate reaction, according to traders, even though foreign in-

Raleigh cycle setback to hit TI earnings

BY RAY MAUGHAN IN LONDON

TI GROUP, one of Britain's largest engineering companies, disclosed yesterday that its Raleigh bicycle division in Nottingham "has failed by a large margin to meet its cost and production targets".

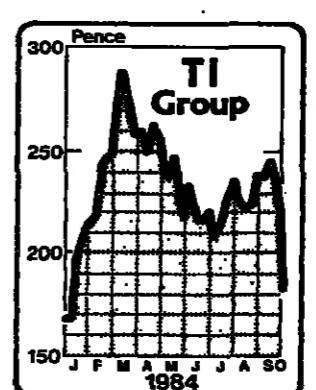
The group said that the failure was caused by problems with newly installed production systems. Another key factor was TI's failure to replace senior line executives at a peak point in output.

"It is now very unlikely," the group said, "that the cycle business will produce a profit in 1984. Mainly because of this and some weakening in prospects for automotive products and machine tools, the directors now expect that the profits in the second half of 1984 may well not show an improvement on 1983."

TI made profits of £10m (\$12.4m) in the second half of 1983 and a further £12m in the six months between January and June this year. TI was therefore indicating that annual profits are expected to be about £22m, against main City of London forecasts of about £23m.

TI had asked its stockbroker, Panmure Gordon, to suggest that jobbers cease trading in the shares before the announcement was made, but when it was disclosed that profits would be about £9m short of most external targets the shares dropped 38p to 182p.

Despite the envisaged weakness at TI Matrix and TI Churchill, the machine tool subsidiaries, and the worsening outlook for the TI Bahn-



bridge silencers and suspension systems operations, the bulk of the anticipated setback springs from a failure in what the group described as its newly installed "plant and computer-controlled production and material flow systems".

This meant that batches of components arriving on the line for assembly before entry into the paint shop were coming through at the wrong time and in the wrong order.

Given that TI manufactures a range of over 1,200 products in its cycle division, the group said that "the changes in control systems have not only failed to produce improvements but are causing a serious loss of production efficiency. Very substantial additional costs are being

Continued on Page 20
Stock exchange reaction, Page 33
Lex, Page 20

Peking wants to speed up urban reforms

By Mark Baker in Peking

CHINA'S Communist Party is preparing to reveal a radical programme to speed up reform of the country's industry and urban economy.

A meeting of the party's Central Committee is expected to endorse a freer pricing system, cuts in the massive subsidies for agricultural production, pay rises for urban workers and greater autonomy for industrial and commercial enterprises.

The meeting - the third plenum of the twelfth party congress - is likely to begin in Peking within a fortnight.

Chinese sources have indicated that the plenum will be the most important since 19

Failure of EEC to agree stalls enlargement talks

BY IVO DAWNAY IN LUXEMBOURG

TALKS BETWEEN the European Community and Spain and Portugal on the terms for their entry to the EEC were definitely last night as the Ten's foreign ministers failed to agree among themselves on a common stance.

Throughout the day, Spanish and Portuguese negotiating teams kicked their heels in the corridors as wrangling continued over the details of the Community's offers on four key

Bonn is sending Herr Alois Pfeiffer, 59, a leading trade unionist, to be its second Commissioner in Brussels from next January, writes Rupert Cornwell in Bonn. He will replace the long-serving Herr William Haferkamp.

The Government has confirmed that its other representative, Herr Karl-Hoing Nardes, will remain in Brussels. The decision can only be taken as a rebuff to the Bavarian-based CSU member of the coalition, which has long campaigned for his replacement.

issues: olive oil, sugar, industrial tariffs, and social issues such as immigrant labour.

By the end of the afternoon, with all but two foreign ministers already on their way home, agreement was reached on the EEC's offer to Portugal on its sugar production. But substantial blockages remain on the other sectors.

The talks are expected to resume at the next Foreign

Portugal plans to break fishing treaty with Spain

BY OUR LISBON CORRESPONDENT

PORUGAL PLANS to break its main fishing treaty with Spain, apparently with the aim of easing entry into the European Community.

Madrid was informed last week that the 1978 agreement which gave both country's fishing fleets mutual rights in each other's waters would be revoked within a year.

However, those rights were suspended in December 1982, when Portugal refused to issue further licences. It changed Spain with the approval of Portugal's 12-mile zone under historic rights conceded by former Portuguese dictator Marcelo Caetano in 1969.

The decision to break the treaty is seen here as a Portuguese

Budget deal should release UK rebate

BY QUENTIN PEER IN LUXEMBOURG

THE BUDGET deal cobbled together by EEC Foreign Ministers on Tuesday night should go far enough to persuade the European Parliament to release Britain's outstanding Ecu 750m (£457m) rebate for 1983, but the agreement still leaves large areas of uncertainty with a potential for future conflict.

That was the general conclusion yesterday by both European officials and parliamentarians, amid widespread relief that at least the immediate threat of financial crisis is removed.

Officials nonetheless expressed surprise that the British Government had lifted its absolute veto on a supplementary budget for the rest of 1984, without having achieved a clear result on two areas of concern: a final agreement on measures to control the increase in farm spending, and how Britain's promised reduction in budget contributions next year will be financed.

The supplementary budget for 1984, and a restricted budget for 1985, will now be submitted to the European Parliament in time for early next week.

Herr Rudolf Arndt, leader of the 130-strong Socialist group in the Parliament, said yesterday that although the budget deal was "unsatisfactory" the Parliament should now unblock the British rebate.

Release of the 1983 rebate was stipulated by Sir Geoffrey Howe, the Foreign Secretary, as one precondition for the British Government to ask for any approval at Westminster for extra aid for the community. The other precondition to be fulfilled is a conclusion on the agreement on budget

Dublin's role under fire

BY BRENDAN KEENAN IN DUBLIN

THE IRISH Government has come under fire for its role in drawing up the package of proposals negotiated in Luxembourg on EEC farm spending and budgetary discipline.

Mr Ray McSharry, a former Agriculture Minister and opposition MEP, said it was

European Parliament condemns Turkey

STRASBOURG — A confidential report by the European Parliament has described Turkey's moves towards democracy and respect for human rights as "completely insufficient" and "depressing", it was learned yesterday.

The report, written by Mr Peter Stofleben, a Labour deputy in the Dutch Parliament, bluntly said the Government of Mr Turgut Ozal, Turkey's Prime Minister, did not deserve membership in the Council of Europe. A copy of the report was obtained from parliamentary sources.

The package to be offered to Portugal centres on Lisbon's long-standing demand to be allowed to continue buying cane supplies for its refining industry from the Ivory Coast, Swaziland, Zimbabwe and Malawi. It had, therefore, asked the EEC to agree to increase its special 1.3m-tonne quota negotiated with 61 African, Caribbean and Pacific (ACP) countries by a further 300,000 tonnes.

France, however, argued that this was unacceptable when Community sugar production is in surplus.

The compromise will allow Portugal to add 70,000 tonnes to the ACP quota for its refining industry, but insists that the remainder be found from EEC supplies, in particular, France's overseas territories which produce cane.

As Portugal's refineries are geared only to cane processing and not to the more commonplace beet produced in Europe, a qualifying clause has been included to allow Lisbon to negotiate larger ACP tonnages if harvests in the overseas departments are poor.

Opposition at a loss about how to win

BY PAUL BETTS IN PARIS

FRENCH opposition leaders have been rallying their troops for what they see as a final push to victory in the Parliamentary elections in early 1986.

But though the opposition

now feels that an absolute majority in the National Assembly is within its grasp, last week's gatherings of Centrist and Right wing parliamentarians also showed that they are worried that the prize could still be snatched from their

front cover this week. Only 41 per cent of those surveyed in a poll published by the magazine *Le Figaro* agreed yes to the question.

In part, the opposition's

problems are due to the fact

that it still has not recovered

from the trauma of its defeat in 1981. It is nervous that President Mitterrand, skilfully drawing on the mechanisms of the Fifth Republic, could still outmanoeuvre it before 1986.

"We have not yet won," Mr

Jacques Chirac, the Mayor of Paris, warned his followers in the neo-Gaullist RPR party.

"Above all, let us beware of

counting our chickens before

they are hatched... as though

all that remained was to bid farewell to President Mitterrand."

Opposition deputies acknowledge that they were unthighed by President Mitterrand's unexpectedly sharp shift of tack in the summer. His strategy now, as they interpret it, is to make sufficiently large inroads into the middle ground to be able to patch together a new liberal-left coalition after 1986.

The first step in this was

the appointment of M Laurent Fabius as Prime Minister and the abandonment of any insistence on Socialist ideology.

They see the second step as

the unfolding next year of new

legislation to bring in proportional representation for the

1986 elections. The change in

the voting system would

emphasise the divisions in

the National Assembly.

The opposition is unanimous

in rejecting any shift to PR,

which M Raymond Barre, the former Prime Minister, characterised as a return to the

standards of the 4th Republic.

"Is the opposition credible?"

The influential Right-wing

magazine *L'Express* asked on its

front cover this week. Only 41

per cent of those surveyed in a

poll published by the magazine

Le Figaro agreed yes to the question.

In part, the opposition's

problems are due to the fact

that it still has not recovered

from the trauma of its defeat in

1981. It is nervous that President

Mitterrand, skilfully drawing

on the mechanisms of the

Fifth Republic, could still out-

manoeuvre it before 1986.

"We have not yet won," Mr

Jacques Chirac, the Mayor of

Paris, warned his followers in

the neo-Gaullist RPR party.

"Above all, let us beware of

counting our chickens before

they are hatched... as though

all that remained was to bid

farewell to President Mitterrand."

Opposition deputies acknowledge that they were unthighed by

President Mitterrand's unexpected

sharp shift of tack in the summer.

His strategy now, as they interpret it, is to make sufficiently

large inroads into the middle

ground to be able to patch

together a new liberal-left

coalition after 1986.

"Is the opposition credible?"

The influential Right-wing

magazine *L'Express* asked on its

front cover this week. Only 41

per cent of those surveyed in a

poll published by the magazine

Le Figaro agreed yes to the question.

In part, the opposition's

problems are due to the fact

that it still has not recovered

from the trauma of its defeat in

1981. It is nervous that President

Mitterrand, skilfully drawing

on the mechanisms of the

Fifth Republic, could still out-

manoeuvre it before 1986.

"We have not yet won," Mr

Jacques Chirac, the Mayor of

Paris, warned his followers in

the neo-Gaullist RPR party.

"Above all, let us beware of

counting our chickens before

they are hatched... as though

all that remained was to bid

farewell to President Mitterrand."

Opposition deputies acknowledge that they were unthighed by

President Mitterrand's unexpected

sharp shift of tack in the summer.

His strategy now, as they interpret it, is to make sufficiently

large inroads into the middle

ground to be able to patch

together a new liberal-left

coalition after 1986.

"Is the opposition credible?"

The influential Right-wing

magazine *L'Express* asked on its

front cover this week. Only 41

per cent of those surveyed in a

poll published by the magazine

Le Figaro agreed yes to the question.

In part, the opposition's

problems are due to the fact

that it still has not recovered

from the trauma of its defeat in

1981. It is nervous that President

Mitterrand, skilfully drawing

on the mechanisms of the

Fifth Republic, could still out-

manoeuvre it before 1986.

"We have not yet won," Mr

Jacques Chirac, the Mayor of

Paris, warned his followers in

the neo-Gaullist RPR party.

"Above all, let us beware of

counting our chickens before

they are hatched... as though

all that remained was to bid

farewell to President Mitterrand."

Opposition deputies acknowledge that they were unthighed by

President Mitterrand's unexpected

sharp shift of tack in the summer.

His strategy now, as they interpret it, is to make sufficiently

OVERSEAS NEWS

Saudi oil chief in talks with Mubarak

By Tony Walker in Cairo

SAUDI ARABIAN Oil Minister Ahmed Zaki Yamani yesterday held talks with Egyptian President Hosni Mubarak in a meeting that clearly held wider diplomatic significance.

Sheikh Yamani, whose visit had been planned for some time and was made in his capacity as a representative of the Organisation of Petroleum Exporting Countries, said after the meeting that the question of Saudi Arabia's resuming full diplomatic relations with Egypt did not arise in the talks.

Nevertheless, the Saudi Arabian Minister's presence in Cairo at this time was being regarded as a further indication of Egypt's gradual rehabilitation in the Arab world.

Jordan announced last week that it had sent back-embassies to the first Arab country to break the boycott imposed as a result of Egypt's peace treaty with Israel five years ago.

Sheikh Yamani said "oil developments" were the main topic discussed but that he also listened to "the President's views on various developments concerning the Arab and Islamic world."

Earlier, Sheikh Yamani said on his arrival in Cairo that "we desire the return of Egypt to the Arab community, and no one can deny the importance of Egypt in the Arab world nor the standing of President Mubarak."

However, he also drew attention to official Saudi statements criticising Jordan for unilaterally restoring relations with Egypt without referring the question to the Arab League.

Sheikh Yamani was visiting Egypt to thank its leaders for holding prices at Opec-approved levels during the recent price war which pitted Egypt, which is not a member of Opec, produces about 800,000 barrels of oil a day, 25 to 30 per cent of which is exported.

Sheikh Yamani said the Opec reference price of \$29 a barrel for light crude was secure.

The U.S. has made a direct cash grant of \$102m to assist Egypt's balance of payments.

The money came from an underused portion of funds allocated for assistance to Egypt in the U.S. 1982-83 aid programme.

Chinese oil exports rise

PEKING—Chinese crude oil exports rose in the first half of this year by 50 per cent to 9.74m tonnes, with increased onshore output diverted to export earnings rather than easing tight domestic supplies, western economists said.

They were interpreting latest Chinese Customs statistics which also showed a 13.5 per cent increase in refined products exports to push total oil export earnings to Yuan5.28bn (£1.64bn), 40 per cent more than the same 1983 period.

This represents over 20 per cent of the total value of the country's exports in the first half.

China has said its total output of crude this year will surpass 110m tonnes after 106m last year. In recent years, it has sustained annual crude exports at around 15m tonnes. Reuter

Can South Africa sustain its foreign strategy, asks Anthony Robinson

Pretoria plays the peacemaker

YESTERDAY'S dramatic declaration of a ceasefire in Mozambique's guerrilla conflict comes as a critical point for two of the main participants.

President Samora Machel desperately needed respite from increasing military pressure, while the South African leader, Mr P. W. Botha, faced the prospect of a collapse of what had seemed a diplomatic triumph.

Six months ago South Africa was celebrating one of its greatest foreign policy successes: the signing at the border town of Nkomati, amid much pomp and ceremony, of a non-aggression pact with the republic's Marxist neighbour, Mozambique.

The pact, under which Mozambique would cease military support for guerrillas of the banned African National Congress (ANC) of South Africa in return for an end to Pretoria's backing of Nkomati rebels, seemed to mark a new era.

Three months later Mr P. W. Botha and his foreign minister, Mr Fik Botha, were confidently striding through the capitals of Europe, painting a picture of reform within and accommodation with its black-ruled neighbours. Despite continuing hostility to apartheid, South Africa, it seemed, could not only live in peace with its neighbours but press ahead

with its vision of a sort of mutual co-prosperity zone in Southern Africa.

Flushed with success Foreign Minister P. W. Botha, backed by then prime minister and now

President P. W. Botha, moved quickly to consolidate and build on the earlier Lusaka agreement with Angola on troop withdrawal. This set up a joint monitoring commission to secure South African disengagement from southern Angola and was intended to put pressure on the South West Africa People's Organisation (Swapo) to try and end the long-running guerrilla war in Namibia.

It was against this background that Mr P. W. Botha and Mr Fik Botha were able to undertake their seven-nation European trip in June which gave them the opportunity to expound personally their version of the future of Southern Africa and attempt to allay foreign scepticism of South Africa's forthcoming constitutional reforms.

Seen in the context of South Africa's pariah status and relative isolation since it left the Commonwealth in 1961, the visit represented a new high point in South Africa's bid for understanding and respectability. It was judged so success-

ful that the Foreign Ministry

turned its urgent attention to organising a repeat performance this time through black Africa — an unthinkable prospect before Nkomati.

The events of the past six weeks however have shattered the euphoria. Official hopes that elections to the new Coloured and Indian houses of parliament would be peaceful and well-enough attended to legitimate them in the eyes of world and domestic opinion were dashed by a well-organised and sometimes violent election boycott.

Riots in Lenasia, the Indian township near Johannesburg, and other Indian communities were followed by similar outbreaks of violence in the African townships in the Vlak Triangle.

The outcome yesterday, with

South African troops playing an unprecedented peacekeeping role in Mozambique, may well have a significant impact on the deadlock over Namibia.

Relations with Britain sank to

a new low when in retaliation

for Whitehall's refusal to evict

the men, the South African

Government revoked an earlier

pledge to extradite four of its

businessmen charged in an

English court with arms smug-

gling but released on bail.

This issue apart, Mr P. W.

Botha was working overtime to

ensure that the Nkomati pact

not collapse, and played a

critical role as the intermediary

between the MNR and the

Mozambique Government.

If peace does now come to

Mozambique, Pretoria's

Southern African strategy

could be back on course.

Under Labor, the Government

stressed yesterday, inflation

had fallen from 11.5 per cent

to 6.5 per cent, and unem-

ployment from more than 10

per cent to 8.9 per cent while

industrial disputes were at a

15 year low. There has also

been a major recovery in

profits.

By June next year, says Mr

Keating, Labor will have

created more than 400,000

new jobs since gaining power

in March 1983.

The key to Labor's strategy

remains its prices and in-

comes accord with the unions,

which is still holding firm.

Australian outlook 'better than forecasts'

By Michael Thompson-Noel

in Sydney

MR PAUL KEATING, the Australian Treasurer (finance minister) said yesterday that the outlook for the economy in 1984-85 was now better than envisaged by the Government in its budget forecasts two months ago.

The budget said that non-farm growth was expected to average 5 per cent in 1984-85 — little higher than last year — and that overall gross domestic product would expand by about 4 per cent.

Mr Keating said that his optimism stemmed from recent forecasts by the International Monetary Fund which predicted a better-than-expected rate of growth for the industrialised countries.

At the same time, a leading survey showed consumer confidence in Australia last month to have been at its highest September level ever.

The Government has indicated its keenness to emphasise its economic goals and achievements and take from the limelight the controversy over crime and corruption that has almost paralysed political debate.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10 per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy

remains its prices and in-

comes accord with the unions,

which is still holding firm.



with its vision of a sort of mutual co-prosperity zone in Southern Africa.

Flushed with success Foreign Minister P. W. Botha, backed by then prime minister and now

President P. W. Botha, moved quickly to consolidate and build on the earlier Lusaka agreement with Angola on troop withdrawal. This set up a joint

monitoring commission to secure South African disengagement from southern Angola and was intended to put pressure on the South West Africa People's Organisation (Swapo) to try and end the long-running guerrilla war in Namibia.

The events of the past six weeks however have shattered the euphoria. Official hopes that elections to the new Coloured and Indian houses of parliament would be peaceful and well-enough attended to legitimate them in the eyes of world and domestic opinion were dashed by a well-organised and sometimes violent election boycott.

Riots in Lenasia, the Indian township near Johannesburg, and other Indian communities were followed by similar outbreaks of violence in the African townships in the Vlak Triangle.

The outcome yesterday, with South African troops playing an unprecedented peacekeeping role in Mozambique, may well have a significant impact on the deadlock over Namibia.

Relations with Britain sank to a new low when in retaliation for Whitehall's refusal to evict

the men, the South African Government revoked an earlier

pledge to extradite four of its

businessmen charged in an English court with arms smuggling but released on bail.

This issue apart, Mr P. W. Botha was working overtime to ensure that the Nkomati pact not collapse, and played a

critical role as the intermediary between the MNR and the Mozambique Government.

If peace does now come to Mozambique, Pretoria's Southern African strategy could be back on course.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

comes accord with the unions, which is still holding firm.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

comes accord with the unions, which is still holding firm.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

comes accord with the unions, which is still holding firm.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

comes accord with the unions, which is still holding firm.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

comes accord with the unions, which is still holding firm.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

comes accord with the unions, which is still holding firm.

Under Labor, the Government stressed yesterday, inflation had fallen from 11.5 per cent to 6.5 per cent, and unemployment from more than 10

per cent to 8.9 per cent while industrial disputes were at a 15 year low. There has also been a major recovery in profits.

By June next year, says Mr Keating, Labor will have created more than 400,000 new jobs since gaining power in March 1983.

The key to Labor's strategy remains its prices and in-

Japan vehicle-part makers 'plan push into Europe'

BY JOHN GRIFFITHS

JAPANESE vehicle component makers can be expected to stage a follow-up push into Europe in the wake of Japan's car and commercial vehicle makers, a report from the Economist Intelligence Unit predicts.

The report, Japanese Motor Business, is the first of a quarterly series from the EIU launched to provide continuous monitoring of what it regards as one of the world's motor industry's fast-growing countries.

The component makers' influx, says the report, will be the consequence partly of pressures within Europe to increase the "local" content of the vehicles now being manufactured or assembled in Europe in increasing quantities.

But it will be encouraged, too, by accelerating technology, soaring development costs and the need for some European parts to be fitted on Europe-bound vehicle production lines in Japan.

These three factors are already leading to European-Japanese joint ventures into component production, and the

trend is likely to accelerate.

The impact will be felt, the report suggests, in both the original equipment and after-market sectors in Europe.

It points out that the Japanese vehicle industry itself has already upgraded their parts supply facilities, usually

on a Europe-wide basis. But Japanese parts producers are just beginning to emerge as a force in the independent supply structure.

One example, says the report, is provided by Genzo Shimadzu, which supplies about 40 per cent of Japanese batteries as original equipment. It has now begun exports of batteries for the UK replacement market.

The report suggests that the component makers' presence could take similar form to what is already happening in the U.S.

There, it points out, four Japanese parts suppliers have announced plans to set up facilities primarily to supply Honda's car assembly plant. The companies, all major suppliers to Honda in Japan, are investing \$30m

(£24m) in the Ohio facility.

The report suggests, however: "There is much potential for co-operative ventures between component producers in Japan and Europe to develop further."

"Progress has accelerated recently with cross-frontier arrangements by the vehicle producers, and integration at component level is poised to follow."

The Japanese component makers' interest, it points out, is based on the strengthening Japanese vehicles presence in Europe, where for the first time last year, Japanese car sales exceeded 1m.

This was despite the strengthening yen and Japanese component makers' traditional advantage.

Commercial vehicle penetration increased too, with Japan's share of Europe's medium commercials market reaching 19.7 per cent by April of this year.

* Japanese Motor Business, Economist Intelligence Unit, Spencer House, 27 St James's Place, London SW1A 1NT. Annual subscription £185 (\$350).

Loans signed for Far East submarine cable

SAMUEL MONTAGU, the London merchant bank, and Lloyds Bank International announced that loan agreements totalling approximately \$45m have been signed by Cable and Wireless (HK) Limited and the Telecommunication Authority of Singapore for the construction of a submarine cable between Australia, Indonesia and Singapore.

The loans, both buyer credits guaranteed by the Export Credits Guarantee Department, were respectively of \$27.3m (£21.8m) arranged and provided by Samuel Montagu, and Lloyds and of \$15.4m by Lloyds Samuel Montagu and The Development Bank of Singapore.

This represents a continued penetration of the competitive markets of the Far East and follows the signing in June this year of loans involving the same banks, for a similar submarine cable link in the North-east Asia-Pacific basin.

STC of the UK will design, manufacture and install the 14MHz system which will carry the equivalent of 1,350 telephone circuits between Perth, Jakarta and Singapore.

Volkswagen, China set to sign car-assembly pact

BY J. DAVIES IN FRANKFURT

VOLKSWAGEN is believed to be on the verge of signing a contract with China to set up a joint venture to assemble cars.

The two sides have been negotiating about the project for more than 18 months and VW, meanwhile, has already set up a joint venture with American Motors of the U.S. to produce jeep vehicles in China.

Chancellor Helmut Kohl of West Germany is due to leave at the weekend for a trip to China. But VW declined to confirm yesterday whether its contract would be signed during his visit.

VW envisages annual production of at least 20,000 of its Santana model in Shanghai under a joint venture in which the West Germans would have a 50 per cent stake.

VW also plans production of 100,000 engines a year in China, with \$8,000 going to VW's own worldwide vehicle assembly network.

Last July, VW signed a contract to supply 2,000 Santana kits by next March for assembly in China. It had earlier delivered 600 Santana kits to China soon after embarking on detailed negotiations for a joint

venture.

The West Germans have set great store on getting a foothold in China, although they have been concerned that Citroen of France is also eyeing up our.

The Chinese have already set up a joint venture with American Motors of the U.S. to produce jeep vehicles in China.

As in other industrial sectors, the Chinese are anxious to tap Western technology for help in developing motor vehicle projects, and have set their sights on supplying export markets as well as meeting local needs.

David Brown adds from Stockholm: Atlas Copco, the Swedish engineering group, has won orders worth a total Skr 200m (£20m) to provide tunnelling equipment to several Chinese companies.

Jinling Brown Plastics Machinery has announced two major export successes in China worth £5m.

The first is for 250 tonnes of plastic injection moulding machinery to be supplied to the China Great Wall Industry Corporation of Shenzhen near Hong Kong. The second is a £4m contract for a plastics sheet extrusion line to be supplied directly to a Tianjin company.

Ford takes lead in W. Europe car sales

By Kenneth Gooding, Motor Industry Correspondent in Paris

FORD TOOK the lead in the fiercely contested West European car market for the first eight months of this year, overtaking Fiat of Italy which had been in top place for most of the year.

Ford had a 13.1 per cent share at the end of August against 12.9 per cent at the same time last year. Fiat had 12.9 per cent, up from 11.9 per cent, according to reliable estimates circulating in the industry.

Total car sales in the 17 West European markets by the end of August were 3.5 per cent below those for the same period of 1983 at 7,117,883.

Last year, Ford narrowly missed becoming European car sales champion and was only 10,000 registrations behind Renault of France, the ultimate winner.

So far this year Renault has dropped back to sixth place in the European league with a 10.8 per cent share, down from 12.2 per cent at the end of August 1983.

However, there are still only 2.5 percentage points separating Europe's "big six" manufacturers, and Renault is determined to make a comeback with the help of its new RS, shown for the first time at the Paris Motor Show this week.

The UK market was mainly responsible for Ford's rise to current supremacy. In August, sales in most Continental markets have very low sales. Ford sold over 80,000 cars in Britain.

Ford's lead over Fiat is still very narrow — 12,000 registrations — and it might find itself pipped at the post for the second year in succession.

While car sales in both of Ford's major markets — Britain and West Germany — are expected to fall this year, Fiat's domestic market in Italy has climbed strongly.

But it will be close-run because both companies face brand-new competition for their best-selling models — the Fiat Uno is now challenged by the new Renault RS, while Ford's Escort has to compete with the new General Motors Opel Kadett/Vauxhall Astra.

GMC's progress from 9.6 per cent of European sales in 1982 to 11.4 per cent last year has been denied by the metalworkers' strike in Germany which affected its Opel subsidiary directly and left it short of cars this year.

In 1756 Edinburgh physician, James Lind, with one of the first demonstrations of controlled clinical testing, showed that lemon juice was the best specific for scurvy. Yet for 40 years the London Admiralty resisted the idea. It took another Scot, Sir Gilbert Blane, to persuade them to prescribe the lemon. Blane also devised a method of preserving lime juice, a specific later adopted by the Navy — from which the English earned that endearing sobriquet "Limeys".

MANUFACTURED EXPORTS

Scotland out-performs rest of UK

BY MARK MEREDITH, SCOTTISH CORRESPONDENT

SCOTTISH manufacturers have received some encouraging news about their export performance from recent studies. Export volume is rising again and Scottish workers are more productive on goods for foreign markets than the average UK worker.

According to the survey by the Scottish Council, Development and Industry, an independent lobby organisation with both private and public sector as well as trade union membership, exports from Scotland of manufactured goods increased last year after two years of decline.

Scotland, with a fairly centralised economy, has been anxious to overcome its export disadvantage resulting from its being further away from EEC markets than parts of the South-East of England. This distance factor lies behind the Scottish thrust to maintain aid to industry north of the Border.

But the growing electronics industry which now employs over 40,000 in Scotland, has proved to be less affected by transportation using air freight.

The Scottish Council survey showed that the instrument and electrical engineering sector could soon become the dominant

export area in Scotland, worth £972m in 1983 and eventually overtaking food, drink and tobacco (valued at £889.9m).

Exports of Scotch whisky, the key area of the food and drink sector, have slowed over the past three years from £25.5m in 1981 to £25.7m in 1982 and £25.5m last year.

Scotland's manufacturing industry, the report shows, outperformed the rest of the UK in terms of exports. The council's survey for 1978 to 1980 showed that although Scotland had only 8.2 per cent of UK's manufactured employment, it had 9.2 per cent of the UK's manufactured exports.

During the 1981-1983 survey period, Scotland still had only 8.2 per cent of UK manufacturing employment but increased its share of exports to 9.6 per cent.

The figures showed that allowing for inflation, exports fell by 1.9 per cent in 1981 and 5.8 per cent in 1982 before increasing again by 3.5 per cent last year.

The EEC remained the most important market for Scottish manufactured exports, absorbing in just under 40 per cent of Scottish exports.

According to the council

which organises trade missions abroad, Scottish exporters are looking increasingly to the Middle and Far East for new orders.

countries to meet their foreign debt obligations.

Exports could well become a political issue in Scotland following last month's meeting of the Scottish National Party which adopted a proposal to set up an export unit to promote Scottish goods.

Notes to party delegates accompanying the resolution said that too little attention had been given to the effective marketing of Scottish goods abroad. Scotland's export performance had declined since Britain's entry into the EEC, the party noted, although the SNP has softened its previously anti-EEC stance.

The notes also said that the current reliance on consumer facilities and ECGD finance was inadequate to provide a necessary boost to Scottish exports. "As a small country, Scotland will be more dependent than the UK as a whole on export performance," it added.

The SNP resolution, while not possibly winning new recruits from party members from industry, may well touch a responsive chord among Scottish industrialists. They tend to feel that promoting the Scottishness of goods and services is an effective stimulus to business.

India in East bloc deal on countertrade

By Gerard McCloskey

Alan Spence

INDIA IS bringing to completion a triangular countertrade deal involving the import of 200,000 tonnes of Australian coking coal. The coal will be paid for by the East German and Czech Governments in hard currency—most likely in U.S. dollars.

India will transfer up to \$16m (£12.9m) in rupees to these East Bloc nations, money which has been earmarked for a variety of imports from India.

The countertrade arrangement—details of which appear in the current issue of the International Coal Report—is being assembled with the assistance of East Germany and Czechoslovakia.

The delivered price of the coal to India of \$80 a tonne is \$8.87 a tonne above the level India would have paid had the coal been bought in a normal commercial transaction.

The premium paid by India to win access to the Australian coal, without itself spending hard currency, accords with the two East Bloc governments.

More than 200 years ago an Edinburgh doctor showed that taking lemon juice was the best way to prevent scurvy.

Not a discovery to rank with such dramatic Scottish 'firsts' as antiseptic surgery, chloroform as an anaesthetic, penicillin, insulin, obstetrics or neurology.

But it, too, must have saved millions of lives.

Is there nothing the Scots don't claim to have invented?

And today Scots are as pre-eminent in medical science as they've ever been.

Only now their famous medical schools are linked with a successful Scottish health care industry as well as with hospitals.

Scotland is engaged in contract research into pharmaceuticals, drugs, medical equipment and almost every aspect of biotechnology.

And, of course, Scottish medicine is still coming up with 'firsts'.

Yesterday Glasgow gave the world ultrasonic pregnancy scanning.

Today Aberdeen introduces a nuclear magnetic resonance scanner. Tomorrow...

Well, if you're in the health care field and your present environment is giving you the pip, think of the lemon.

You never know, tomorrow it could be your turn for a 'first'.

Locate in Scotland.

It could be the best idea you've ever had.



SCOTTISH DEVELOPMENT AGENCY, 17 COCKSPUR STREET, LONDON SW1Y 5BL. TELEPHONE FREERPHONE SCOTLAND. TELEX 880015.

AMERICAN NEWS

Creditor pressure forces postponement of Mexican loan

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

SYNTHESIS OF a \$50m (\$40.5m) loan to Mexico's state development bank Nafinsa has been abruptly postponed to allow the country to complete its \$4.8bn commercial bank rescheduling agreement.

The decision to postpone the deal which would have been Mexico's first free-market loan in international capital markets for more than two years, follows pressure from the advisory group of leading creditors chaired by Citibank.

Bankers on this group were worried that the terms of the loan which include an interest rate margin over Eurodollars of 11 per cent and a maturity of 10 years might provoke market resistance to the rescheduling which carries both a lower interest margin and longer maturity.

The postponement is an embarrassment both for Mexico and for Credit Commercial de France which launched the deal only last week. It marks Mexico's second false start in its efforts to re-enter the free market this year. In

Salary legislation passed by Brazil Congress

BY ANDREW WHITLEY IN BRASILIA

AFTER WEEKS of inter-party wrangling, the Chamber of Deputies, Brazil's lower House of Congress, has approved a salary bill to replace the controversial Decree Law 2065 pushed through a reluctant Congress last year at the instigation of the country's creditors.

The new Bill, which provides a modest boost to middle class incomes, must go to the Federal Senate and to President Joao Figueiredo for approval. This is likely to be automatic and the Bill is expected to come into force this week.

Pressure for legislation to replace Decree-Law 2065 has been growing for months, following the virtual collapse of the existing law.

Reagan spending Bill clears Senate hurdle

BY STEWART FLEMING IN WASHINGTON

THE U.S. Senate has voted to exempt finance to educational institutions found to be practising discrimination on racial or other grounds.

They claimed that the new legislation was needed because of a Supreme Court ruling which approved the cutting off of federal finance to only a particular department or programme where discrimination was being practised.

Late on Tuesday night the Senate voted on party lines 53-45 to drop the controversial civil rights Bill and subsequently shelved consideration of other legislation which had been pushed by Senate conservatives, thus clearing the way for the 1985 spending Bill to move to a conference of the House and Senate where differences between the two chambers' versions of the Bill can be resolved.

U.S. factory orders declined in August

WASHINGTON - New orders received for U.S. manufactured goods declined \$1.39bn or 0.7 per cent in August from July, to a seasonally adjusted \$192.44bn, the Commerce Department said. It was the second decline in orders in three months.

The report offered further evidence that the American economy has slowed dramatically from the rapid pace set earlier in the year. Economic growth as measured by the gross national product advanced at a 3.6 per cent rate from July 1 to September 30, less than half the pace set during the first six months this year.

The drop in factory orders follows a revised increase of \$3.52bn or 1.8 per cent in July to \$194.04bn. The department previously said orders rose \$1.33bn or 1 per cent.

In a revision the department said orders for durable goods rose \$4.3m or 0.4 per cent in August to an adjusted \$102.89bn. That reverses the direction of durable goods orders estimated in an advance report issued on September 25.

'Conceptual approach' by Peres

BY DAVID LENNON IN JERUSALEM

MR SHIMON PERES, Israel's Prime Minister, will also focus on the prospects for an Israeli withdrawal from Lebanon and a hope of renewing the peace process with Egypt and bringing Jordan into peace negotiations.

The Prime Minister's aides were less specific on just what Mr Peres would propose in order to develop the peace process. However, they said he would be presenting the U.S. officials with a detailed plan for Israeli withdrawal from Lebanon.

David Gardner, recently in San Salvador, on the likelihood of an escalation in the four-year civil war

El Salvador moves its fire power into the skies

EL SALVADOR'S four-year-old civil war, bogged down in a stalemate for the past 11 months, faces the prospect of major escalation now that the FMLN has started a programme to double the airpower of the Salvadoran armed forces in their struggle with the Left-wing guerrillas of the FMLN.

Both sides have the satisfaction of knowing, however, that the response to the Nafinsa loan proposal was reasonably positive.

The loan was a co-financing credit with the Inter-American Development Bank which is also putting up money to develop Mexico's fast-growing tourism industry. It is understood that the IADB was particularly keen on a speedy syndication.

• Bolivia's leading creditor banks are to meet within the next three weeks to decide what to do about overdue payments of interest and principal on the country's \$4.5bn foreign debt.

The meeting, announced to bank creditors by telex yesterday, came as Sr Oscar Bonifaz, Bolivian Finance Minister, said the loan "will be available" as soon as the bank would no longer regard the October 13 deadline for the resumption of payments as decisive.

• The meeting, announced to bank creditors by telex yesterday, came as Sr Oscar Bonifaz, Bolivian Finance Minister, said the loan "will be available" as soon as the bank would no longer regard the October 13 deadline for the resumption of payments as decisive.

• The U.S. has apparently shelved plans to supply the A-47 gunship, with a devastating 18,000 rounds-a-minute fire-power, and is instead to equip transport planes with 50 calibre Gatling guns.

This dramatic increase in air mobility and firepower has come in tandem with a more than doubling of U.S. military air to El Salvador from \$81.3m (£48.5m) in fiscal year just ended, and an increased reliance on aerial bombardment as a tactic against the insurgency.

Rebels claim there were 227 air strikes against their strongholds last year, while they logged 158 against them in the first six months of this year. But in June and July alone—the first two months of President Jose Napoleon Duarte's Christian Democrat administra-

tion—there were 74 bombing missions, they say.

Human rights and Church groups in San Salvador say the main casualties have been civilians, whether part of the FMLN support infrastructure or not, and that the bombing has added thousands to the more than 500,000 refugees inside the country.

President Duarte last week dismissed this as sensationalism materialised for the Press, arguing that the air force was under strict instructions to seek clearance to bomb if civilian lives were at risk. This begs the question of what constitutes a civilian in a civil war like El Salvador's, where the overwhelming majority of the 50,000 slaughtered in the past four years have been strictly speaking, non-combatants.

Take the south-eastern coffee and cotton-growing department of Usulután, for example. It was largely overrun by rebels in last autumn's offensive but control of towns outside the army-held capital tends to alternate and the population appears committed to neither side. Heavy tropical vegetation has sprouted white flags on tall poles, hopefully visible to pilots whose definition of the enemy and accuracy the local peasants and day-labourers evidently mistrust.

Since June, according to an independent academic who monitors the war, the bombing has been heaviest in the traditional rebel strongholds of Chalatenango, Morazan and Cabanas in the north and north-east and the Guazapa volcano just north of San Salvador. The

logic is to soften up the FMLN support structures, disrupt their supply lines and keep the guerrillas on the move.

The switch in emphasis to aerial warfare reflects the inability of the army to win the initiative on the ground.

The FMLN retains control of or relative freedom of movement in nearly a third of the country. The army has failed to pin it down to the north and in last autumn's offensive the guerrillas broke through to the economic heartland of the south spread through parts of the centre and even to the hitherto unscathed North-West in Santa Ana, tucked up against the Honduran border.

But, after a period during which the insurgents demonstrated the ability successfully to confront the army with brigade and battalion strength, they have been kept dispersed by bombardment and 24-hour U.S. aerial surveillance.

two countries. But the date for completion of negotiations on the dispute is the end of next year. It is likely that the Hondurans are using the training centre as a bargaining counter in aid negotiations with the U.S.

The suspension is bound to have upset the Reagan Adminstration, particularly because the number of U.S. advisers in El Salvador has been restricted by Congress to 45. By contrast there are 125 advisers at El Trujillo.

The reason given for the suspension was lack of progress on a long-running border dispute between the

While the evidence is widely conflicting, this war of attrition has taken a substantial toll of the army: the rebels this week claimed to have inflicted 2,000 casualties, counting dead and wounded, since President Duarte took office in June. The unofficial Human Rights Commission recorded 42 army dead in August.

"On a scale of one to ten I guess we're about halfway there," concedes Mr Pickering.

U.S. officials nevertheless point to the shake-up in the command structure which has favoured more aggressive "dirty boots" commanders for promotion, an increase in night patrolling and the use of small hunter units to complement the large, cumbersome sweeps which the guerrillas invariably circle and harass, and improved co-ordination between ground and air forces.

And, while the army's new air power will undoubtedly give it a new edge against the insurgency, few analysts of the Salvadorean war believe it will tilt the military balance decisively in its favour.

With no winner likely on either side, the main loser in the now likely escalation of the fighting will, as ever, be the civilian population.

The hopes that Sr Duarte's election in May would pave the way for talks leading to a peace settlement have receded.

Government officials point to next March's legislative elections as the earliest point at which any serious initiative might be considered, the rebels' political wing, the Revolutionary Democratic Front (FDR), says in a letter to Sr Duarte in June, proposing talks "without preconditions," has yet to be answered.

On both sides it seems well understood that the Government will not negotiate except from a position of strength, and this is something the guerrillas are determined to avoid.

ADVERTISEMENT

FOCUS ON SOUTH AFRICAN COMMERCE AND INDUSTRY

AECI — becoming cash rich and sweating more from existing assets

Denys Marvin, managing director of AECI, speaks in this interview with Richard Rolfe, London-based international editor of Finance Week of Johannesburg.

Rolfe: Could we start with an overview? How is AECI coping with the current recession in South Africa?

Marvin: AECI is basically made up of six companies, the largest of which is chemicals and explosives. As mining activity has been sustained, particularly in the gold and other precious metal sectors, it has stood up well to the recent recession. For the rest of the business, the drought, now in its third year, has certainly exacerbated the downturn. Normally one would have hoped that we were coming out of the recession in the second half of 1984. But for a variety of reasons I don't see that now happening.

The rest of the business is to a greater degree affected by the downturn in consumer demand. But we coped by trying to manage our assets as efficiently as possible, by increasing the efficiency and productivity of our plants, by reducing our costs overall and by reducing our numbers. If you shed 1,000 employees, it represents a saving of R12m on an annual basis. In 1982 and 1983 we saw this coming and we took 4,000 people out of the group and saved ourselves R50m.

Now that is something like peeling an onion—you can take the first skin off whereas the second skin you take off with a bit more difficulty and as you get nearer the hard core, becomes more difficult. The challenge now is to continue to reduce costs without having any easy way to do it—there is no panacea in the market that we have now. Given all-time high interest rates at 25%, the rand at an all-time low and the low gold price, we are going to have a downturn. In other words the second half of this year is going to prove extremely difficult. You can't raise your prices so you can only reduce costs and increase efficiency.

Rolfe: You have spent heavily on building up assets in the past. Is this phase now over?

The plan would eliminate many exemptions, credit and deductions. The Treasury has not yet decided which tax breaks to eliminate, however.

"We are making an exhaustive study of this," Mr. Regan said. He also said the proposed tax reform would have "less progressivity" than the current system. Agencies

So AECI is now back in the fertilizer business and I have always said that I do not have the slightest objection to selling what somebody else makes but I don't like somebody selling what I make. So now we are back into converting our own agricultural chemicals into fertilizers and selling them ourselves.

Third, we have actually now acquired a licence from Du Pont to manufacture Tovex. The product will have a different name but the technology is Du Pont and I think that explosives are an important part of our business, we believe we have effectively insulated ourselves in this area from competition of any great moment in the immediate future. Clearly if you have 100% of any market there is only one way you can go, but our intent is to go down as slowly as possible. So those are some of the actions we have already taken on a macro scale. In a more micro sense, we are examining each individual plant to see how far we can spend incremental sums of money profitably. A good example of that is the Coalplex plant, originally built for R230m in 1976 money, where we now know that we can spend R15m and produce another 20,000 tons which means the unit cost per ton of product from the expanded Coalplex will be much lower than at present.

When the upturn in the economy does come, since our plants are only operating at about 70%-75% capacity on average we shall see a considerable profit generation over and above the level we have seen in the last few years. Under these circumstances the shareholders ought to be reasonably happy as we're becoming a cash rich company.

Rolfe: Do you rule out now the possibility of going for the "mega-methanol" plant you have previously mentioned?

Marvin: It is strictly related to government's attitude towards strategic investment in liquid fuels. Policy has always been to have at least a certain percentage of fuel requirements indigenously produced, for obvious reasons. As the market grows it is going to be necessary to build another plant. Now as to whether it is Sasol 4 or the "mega-methanol" plant, leading to the use of methanol as a replacement for diesel, is something we are still waiting to hear about from government. If we did go ahead, it would be financed off-balance sheet—a separate entity in terms of financing.

Rolfe: How has the development of diesanol progressed?

Marvin: We spent R1bn over the past ten years and if you ask, will we spend R1bn over the next ten years on large scale production needs, the answer is clearly no. We are in the business of making money rather than the business of making chemicals and if we see an opportunity to invest meaningfully and make an adequate return on capital, it may be we shall do so, but I think in the present environment and against the background of uncertainty in government policy, which previously encouraged heavy investment, one doesn't see too many projects in the immediate future. As I've said before, the best money we've got is the money we've spent.

We shall be concentrating on maximising the return from the R1bn we spent in the last ten years, as we have been doing for some time now. We have bought the 40% shareholding which Sentrachem held in Coalplex for R49.5m which gave us 100% of the PVC production capacity in this country. This enabled us to start rationalisation and become more cost effective.

The second thing was to dissolve the partnership we had with Triomf. Earlier this year we both took our assets out of the company in the form of the factories which we had put in the original merger in 1970 while we sold our 50% holding in the Richards Bay phosphoric acid plant to Triomf. We believe this is again in the interests of increasing our profits.



Mr Denys Marvin

as a diesel, but it will upgrade inferior diesels and we see a potential use there.

Rolfe: Has the concept of a coal-based chemicals industry in South Africa, meeting local and export markets, now really gone overboard?

Marvin: I don't think you can ever say we will never see another major coal based chemical plant. Clearly tremendous interest has been shown and of course we have been in the forefront of coal chemistry for a long time. One must recognise that from the time of the oil price hike, worldwide and particularly in America, they immediately went in for major projects based on coal. One or two are still going but most of them have been mothballed—it's pure economics.

If the oil price again gets out of kilter with what the market conditions require then you could still see coal reappearing. So, if one looks far enough into the future one would see coal chemistry coming in when the oil resources were being depleted. When that is likely to be depends upon many factors, because more oil and gas is always pitching up.

If the oil/coal relationship continues as it is or goes more in favour of oil then I can't see too much interest in coal unless for strategic reasons, and that would probably only refer to South Africa right now.

The industry of the US and Europe has reached maturity because of the pressure of these economic forces of supply and demand of chemicals and there is bound to be a commensurate type of thrust into South Africa, coupled with the fact that government has recently agreed to pursue a more open policy on imports.

Rolfe: How has this policy affected you?

Marvin: Well, to date one really has to a large degree been building industries here against the background of quantitative import control. Now quantitative import control works, but duties cannot work, against dumping, effectively unless you have a highly efficient civil service administering it—you can soon find yourself in queer street.

AECI Limited

Carlton Centre, Johannesburg.
PO Box 1122, Johannesburg 2000
Tel 011-331-4651. Telegrams: Nitrogen Johannesburg
Telex 4 87048. Telefax 4 50057 SA 4 50058 SA

We are not a well developed country—you might say 4½ million people out of 30 million are highly developed. And I think it is absolutely vital for the future prosperity of South Africa to achieve the employment of as many South Africans as possible. This is only going to come about through further investment in industry and that can only take place against the background of adequate protection. We cannot build world scale plants here and be cost competitive except in explosives because of the size of the market.

Unless we take this kind of view you are not going to be able to motivate people so that they have purchasing power and create demand.

If we could economically motivate the total population then we could, for instance, double textile and plastics consumption in this country.

There is huge pent-up consumer demand if it can only be released. We must become more independent of gold revenue, which constitutes 50% of South Africa's foreign earnings. But the opportunity to go to the industrial investment route needs constructive thinking by government on what it really wants to achieve.

Rolfe: What steps do you think government should take?

Marvin: What I think they need to do, is to restore some confidence in the business community, on two counts. There has been all this talk about the free market. If you ask a dozen people in Pretoria what they mean you get a dozen different answers. But it does seem that one of the main aspects is to get away from quantitative import controls as an effective way of protecting industry.

Now I am not a believer in protecting inefficient industry or profiteering profits. But if government want to encourage more industrial investment in this country and produce jobs, they have, in my view, to reassure local industry which cannot be cost competitive with industries overseas because they don't have the benefits of scale and are miles away from the export markets.

Second, the last budget hit industrial investment through higher tax, and withdrawal of investment allowances from July 1985. That is a very significant negative factor.

Rolfe: What is AECI's policy on labour relations?</

UK NEWS

Miners' union to hold fresh talks with Acas

BY PHILIP BASSETT, LABOUR CORRESPONDENT

FRESH TALKS with the National Union of Mineworkers (NUM) to try to resolve the 30-week-old miners' strike will take place on Saturday, the Advisory, Conciliation and Arbitration Service (Acas) announced yesterday.

The Acas talks with the NUM will be held at the end of series of meetings crucial for the future of the dispute and may well presage new talks between Acas and the National Coal Board (NCB).

The discussions with the NUM will also follow today's High Court contempt proceedings against the union and its leading officials, including Mr Arthur Scargill, NUM president.

Mr Scargill has been accused of failing to observe High Court judgments that the miners' strike in Yorkshire and Derbyshire was not lawful. The possibility of Labour Party officials also being held to be in contempt of court receded yesterday when Mr Moss Evans, general secretary of the Transport and General Workers' Union, withdrew an

emergency resolution at the party conference. This had sought to join the conference with the NUM executive's declaration that the strike was official.

The new move by Acas, an independent government body, comes from the initiative of the pit supervisors' union Nacods to have talks started with all parties in the dispute.

Nacods wants to press its idea of third-party arbitration on colliery closures - the issue at the heart of the NUM's strike. But Acas officials and NUM leaders indicated last night that the new talks would not be confined to this proposal, but would examine any other ideas for resolving the dispute.

Some involved believe that the Nacods idea could be most useful as a means to draw all sides into talks under the auspices of Acas. Both Nacods and the managers' union, the British Association of Colliery Management, have insisted that negotiations involving all parties will

be necessary before a solution can be reached to the NUM dispute.

A significant change in the Nacods proposal emerged yesterday which might sustain the NCB's interest when its full board considers it tomorrow. The NCB is understood to have suggested to Nacods that there might be more scope in third-party involvement if any findings on proposed colliery closures were not binding.

Mr Arthur Scargill, the NUM president, said yesterday: "We have always been in favour of an independent arbitrator at the end of the 'closure' procedure. It appears there is no difference between us [NUM and Nacods] on that."

However, Mr Peter Heathfield, the NUM general secretary, said that he was not optimistic that the present discussions between Nacods and the NCB would lead to a solution to the NUM's dispute.

Nacods is pressing the NUM for a decision in principle tomorrow on its third-party proposal.

Urban aid funding faces cuts

URBAN AID for Britain's most depressed inner city areas will be cut substantially in 1985-86 and practically abolished by the end of the Government's present term if Mr Nigel Lawson, the Chancellor of the Exchequer, can convince his Cabinet colleagues, Robin Pauley writes.

For the second consecutive year the urban programme is under great pressure during the round of bilateral talks between spending ministers and Mr Peter Rees, Treasury Chief Secretary.

Mr Rees is battling to contain the 1985-86 public expenditure total to £132m. Bids from spending departments exceeded this total by between £5m and £10m, but this has been whittled back to about £3m, some of which is proving very difficult to eliminate.

The urban programme in the current year is about £350m. This is the same as in 1983-84 because the Treasury succeeded in having the programme frozen in cash terms during last year's public spending discussions. A cut of up to 50 per cent had been proposed last year, but this was impractical because of the long-term contractual nature of many programmes.

The Treasury is determined, however, to make a much larger cut this year and would consider a further cash freeze as a major defeat, aiming instead to push the urban programme back towards £300m. Although the Environment Department is putting up some resistance, the Treasury seems likely to win the battle.

A WHITEHALL investigation of the UK Atomic Energy Authority (UKAEA) has recommended major changes towards a more commercial approach to the funding of its research and development programme.

It recommends that more of the UKAEA's income of about £220m a year should come from the nuclear industry, rather than by parliamentary vote.

SINGAPORE Airlines is to start the first non-stop direct service between Singapore and London on October 29, using the stretched upper-deck Boeing 747 Jumbo jet. Services between the two points have been either one-stop or multi-stop. The new service will cut flying times by about two hours.

THE WORLD'S most expensive windmill is to be built by the Government in the Orkneys, in the north of Scotland, at a cost of £10.5m. It will be a full-scale prototype designed to generate 3 MW, and 5-10 per cent of the electricity required of the Orkneys.

OCCUPATION of a gas rig by workers at the Cammell Laird shipyard at Birkenhead, in northwest England, ended peacefully after 13 weeks when 24 men agreed to leave the yard. The workers, who had been protesting against redundancies at the yard, were later arrested by police.

MR RICHARD BRANSON, president of the Virgin records group which this year launched Virgin Atlantic Airways, announced that he was starting a chain of pubs. About eight will be opened this year, at a cost of £2m, with another 40 planned over the next five years.

The first pub has been acquired on a tenanted basis from Watney, Combe Reid, in Shepherd's Bush, west London, and Virgin is spending £300,000 on its refurbishment. It will open later this month.

Successive governments, Mr Curtis said, had adopted a virtually bipartisan policy towards the police, but that was now under threat.

"This week at Blackpool, the major opposition party - the party which aims to form the next government - has indulged in an orgy of police

The Labour Party at Blackpool Bid for blacks' own section fails

Conference reports by our Parliamentary and Economics Staff

the failure of the resolution opposing black sections to achieve a two-thirds majority, which would have made it party policy.

A dispute blew up after the debate over claims by a prominent member of the campaign that some white MPs opposed black participation in the party.

Ms Diane Abbot, a councillor in London, claimed some Labour MPs had told black lobbyists in Blackpool, "We do not want you in the party."

She was challenged as she left the rostrum by Mr Stan Orme, Labour's energy spokesman, who told her: "That is outrageous. It is unacceptable. How dare you say that? That is a racist statement."

Mr Eric Heffer, the party chairman, said he did not believe there were racist MPs within the party.

Mr Gerald Kaufman, the shadow Home Secretary, said: "I find it impossible to believe that a single Labour MP actually believes that."

Ms Abbot later claimed she had intended to suggest that some MPs were against black sections, rather than black people.

Opening the debate, Mr Bernie Grant said Labour had to make black people a priority if it wanted to attract them into the party. But Mr Sardul Singh Marwa said black sections would not help Labour deal with racism and discrimination at work, in education and in housing.

Mr Keith Vaz said the rejection of black sections would show that Labour had nothing to offer black people. Ms Pat Lacey, however, said black sections could lead to a tidal wave of segregation which would destroy democracy.

Mr Campbell Benjamin, a councillor in Bolton, Lancashire, said black sections would make the party a laughing stock. He urged black people to participate in the wider trade union and labour movement.

● Sir Larry Lamb, editor of the Daily Express, was banned from the conference yesterday. This was because of his newspaper's alleged part in helping a private detective to serve a High Court writ in the conference hall on Mr Arthur Scargill, president of the National Union of Mineworkers.



Mr Gerald Kaufmann, Shadow Home Secretary: no racist MPs in the party

Goldcrest films to cost £15m

By Raymond Snoddy

GOLDCREST FILMS and Television will announce next week its most ambitious film plans so far.

The programme will include at least two major films each costing between £7m and £8m. Goldcrest, which backed the Oscar-winning films *Gandhi* and *Chariots of Fire*, will produce the films but some of the rights have been pre-sold to a major US studio.

In May Goldcrest raised £12m in equity capital and negotiated £10m in loans to help to finance a three-year production programme. Mr James Lee, the Goldcrest chairman, said then that the plans included five feature films, 10 middle-range features, a series of low-budget comedy films and six mini-series for television.

The news coincides with improved financial results from Goldcrest in which Pearson, publisher of the Financial Times, has a stake. Interim results for the half-year to June 1984 are now going out to shareholders. It is believed these will show that the company made £1m profit in the half-year. This compares with profit of nearly £1m for the previous 12 months.

Goldcrest has, however, been re-thinking its strategy on made-for-television films. There is a growing feeling in the company that productions such as the *First Love* series for Channel 4 are not financially feasible under present market conditions.

Goldcrest has also been looking again at how its low-budget films for television can be properly financed. It believes this can be done if organisations such as Home Box Office, the US cable television film channel, ITV companies and possibly the BBC can be involved.

The company does not plan to pull out of any category of film-making, but there is likely to be an increasing differentiation between films made for television and those aimed for theatrical release.

NatWest leads £225m North Sea loan

BY DOMINIC LAWSON

NATIONAL WESTMINSTER has become the first UK bank to lead a project finance loan for a North Sea development. North Sea project loans have been previously dominated by US banks.

The syndicated loan is worth £225m and will finance 30 per cent of Total Oil Marine's costs in the development of the Alwyn North oil and gas field. Total Oil Marine is the UK subsidiary of Compagnie Française des Pétroles.

The loan has been secured on the expected production from the field once it comes on stream at the beginning of 1987.

The North Alwyn field had been seen as one of the more marginal of North Sea developments. However, Mr Christopher Masters, head of the energy section at NatWest, pointed out that the loan did not exceed half the expected future cash flow from the production that was being financed.

Mr Masters added that NatWest had based its terms on the assumption that oil prices would be stable in nominal terms for the next 18 months and would rise only with inflation for the duration of the loan.

Video 'price war' claim

BY JASON CRISP

A PRICE WAR in video cassette recorders (VCRs) and large colour televisions is on the way this Christmas, according to Anstrad, the British group which sells audio equipment, home computers, televisions and videos.

The company has cut its own activities in VCRs and large televisions because it believes there will be over-supply this autumn. Anstrad yesterday reported turnover

rose £3.1m to £24.9m in the year to June, although profits were only up £1m to £9.1m.

Sales of VCRs and large colour televisions in the UK have fallen sharply this year. Stocks held by retailers are high and there is growing concern that sales in the traditional peak pre-Christmas period will be disappointing. Prices of video and colour televisions have been

falling recently.

The first pub has been acquired on a tenanted basis from Watney, Combe Reid, in Shepherd's Bush, west London, and Virgin is spending £300,000 on its refurbishment. It will open later this month.

Successive governments, Mr Curtis said, had adopted a virtually bipartisan policy towards the police, but that was now under threat.

"This week at Blackpool, the major opposition party - the party which aims to form the next government - has indulged in an orgy of police

bashing, vilification and downright dishonesty."

Mr Curtis, whose federation represents 120,000 policemen below the rank of superintendent, said the conference debate on Monday, which condemned police tactics during the miners' strike, was a "pantomime". The police had been blamed for all picket-line violence, which was nonsense.

"The moderate members of the Labour party have kept craven silence - to their everlasting shame," he said. "The police service deeply, bitterly and fearfully resents the Labour Party's verdict.

Such an invasion, he said, "would launch a tidal wave of anti-Yankee feeling throughout the sub-continent with consequences which might send millions more Mexicans flooding across the frontier into California and Texas. There is no more urgent task for European diplomats today than to make sure this never happens."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

Mr Healey said that an attack by the U.S. "would be a major crime against international law recalling the worst excesses of colonialism. It would do damage to the Western Alliance and to all Western interests in Latin America and the Third World by a U.S. invasion of Nicaragua."

THE MANAGEMENT PAGE: Marketing and Advertising

EDITED BY CHRISTOPHER LORENZ

Peter Marsh at bay

Currently 'the talk of the adworld', the chairman of Allen Brady & Marsh defends his strategy to Feona McEwan

He IS known for his loud suits and equally noisy account wins—British Rail, "the biggest single UK account move"; Milk, another "biggest ever"; the mighty Woolworth; Midland Bank, captured after over a century with its previous agency, and, of course, Guinness "like the Holy Grail changing hands" after 43 fertile years with J. Walter Thompson.

Peter Marsh, the businessman behind the showman, showed the adworld a thing or two when he took his agency from nowhere to number five in nine years, overdrive all the way. If he didn't always collect industry prizes—his intrusive brand of advertising is to everyone's taste—he made a habit of collecting prize industries and giant corporations as clients.

As profiles go, his couldn't get much higher. Peter Marsh has been everywhere—radio, television, in print—and there's a libraryful of material from the ABM public relations to prove it. The tall, chair-turkey-director took to the public arena go-round like a professional offering opinions on all manner of topics from the right to advertise alcohol and freedom for nationalised industries to advertise the merits of the 15 per cent commission system, the meaning of success, why he won't handle a political party, why full service is best. His utterances are always in vivid technicolour.

And for those who've missed the man, there's no chance of having missed his slogans and jingles—(sorry, his agency's slogan and jingles—that's the trouble with such a prominent leader): The Age of the Train, the Listening Bank, the Wonder of Woolies, Guinessness, R. Whites "I'm a secret lemonade drinker," Toblerone's triangular bar.

Lately—and unusually—however, there's not been a lot for ABM to shout about. The agency has become the talk of the adworld after a series of dramatic losses (few, if it could be argued, in number but hefty in billings). B&Q resigned, Woolworth lost, British Rail lost, Honda resigned, now Guiness is up for grabs (though ABM is repitching). The familiar ABM ads in the trade press have switched from new business gains to agency policy and history.

Advertising is a business of ebb and flow; it is able to make stars fast and renege on them just as quickly—the trick is staying there. No one knows this better than Marsh who, in his early agency days, the late 1960s, was faced with £118,000 debt when his carpet company client, Cyril Lord, went bankrupt. Since then he has taken out credit insurance on all ABM business and does not hesitate to relinquish unprofitable accounts. "We are highly profitable," he says "which is what makes us so attractive to people."

What then may have gone wrong? One view is that the agency's penchant for a shortlist of very big clients (at one time the average billing of 24 clients was reported to be just under £2m a year) was a high risk strategy which left it highly vulnerable to account loss. Comparisons are made with other top 10 agencies which besides handling major advertisers have a bedrock of "bread and butter" smaller and medium size clients.

Vociferous advocate

Five years ago and more, ABM's strategy might have been fine, says another agency chief, but today's pressure on margins, and highly competitive climate (increasing fragmentation of smaller specialist shops, media independents, creative consultancies, etc) has widened the choice for clients and beguiled the question of how long an agency can hold out for the strict 15 per cent commission rate. Marsh has long been a vociferous advocate of the full per cent commission system, though that's not to say he wouldn't work on any other basis.

Another client suggests that while ABM is "a superb organisation machine and very dynamic" the "package" style of its advertising ties the client in for periods of time and allows little flexibility. The team is excellent, but the problem is sustaining it over time. And some clients undoubtedly find his personality a little daunting.

Marsh himself is sanguine, pointing out that "For 10 years we increased our billings compared 38 per cent year on year.

To defuse the situation, he has just issued a reassuring letter to clients spelling out that no, he is not in the process of selling or indeed merging the agency, but that yes, he is interested in acquisitions.

"We are looking at overseas activity very specifically and carefully," he admits. This is something of a departure for the agency that has steadfastly proclaimed its wholly Britishness and shown no interest in the growth-by-links process.

Any suggestion that the

ABM has also recently received results from some specially commissioned research on clients past and present to investigate existing and potential markets: "We spent a lot of money on this." It has provided some heartwarming testimonials to the agency's undoubted efficiency and meticulous research methods.

No stone is left unturned,

says one client, "it's excellent, very thorough. In terms of getting things done, ABM is one of the best in the ad business."

Another said: "They provoke a spark—uplift; they also raise our expectations on what we can do." The research showed that ABM was perceived primarily as handling major companies "brilliantly."

Expanding the portfolio

There was less awareness, however, of ABM's smaller fry clients; as examples, Marsh cites its film billing from ICI's agriculture division, Tupperware, a client for 14 years which now turns over about £160,000.

Hanson Trust, and R. White's lemonade billing under £750,000. There's now a job to be done.

As for the future, Marsh tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a predicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

dicted £1m spend.

As for the future, March tends to be around for a long time yet. In five years' time?

"Occupying a senior management position in the advertising business similar to the one I'm occupying now."

The good news for ABM is that it can soon announce five new pieces of business, the best tonic of all, clinched last week, three of them, he says proudly, in two days. One is accountants Arthur Young McClelland Moores with a pre-

THE ARTS



The Holy Grail Tapestries: The Summons

William Morris and Medievalism/Whitworth, Manchester

Patricia Morison

The fair folk of Victorian England

"These people seem all very jolly," commented a reviewer in 1839 on William Macelise's boisterous painting of Robin Hood. Surrounded by dogs and dead game, the hero and his brawny comrades toast their sovereign, Richard the Lion-Heart. This is a key work in a highly enjoyable exhibition, *William Morris and Medievalism*, at the Whitworth Art Gallery, Manchester, until December 8. Two hundred examples of painting, photography, furnishings, stained glass, books and manuscripts evoke the obsession with the middle ages, not just of one man, but of the Victorians.

The mania was everywhere among the propertied classes. It showed in children's names (packs of Gwendols, Enids, Erics and Arthurs), in their revival of archery, and in the shape of their toast-racks. For some like Morris, it went to the past was a revolt against the present. For others, the celebration of Merry England was a good excuse for dressing up and having a jolly time. This exhibition brings out clearly

the delicious absurdity but also the poignance and irony of it all.

The absurdity strikes immediately. As a small boy, Morris rode a white pony through the glades of Walthamstow in a suit of armour. Our first sight is the armour worn by an Ayrshire gentleman in the famous Eglington tournament of 1839. It remains in the owner's family, with other items of the £40,000 chivalric extravaganza. It was a fiasco: the heavens opened and a gleece cartoon shows the heroic knights under umbrellas. The souvenir windows ignored the mud; the cult of knights and cloud-pale damsels grew apace.

They are out in force in a sizable show of Burne-Jones, Rossetti and the well-known pre-Raphaelites. Two Burne-Jones drawings, *The Knight's Farewell and Going to Battle* have a charm which I do not find in the monotonous colours of much pre-Raphaelism. The ladies' swirling tresses and melancholy drop reappear in George du Maurier's illustrations for a wicked Punch parody of 1866. His pale feet glimmered in and out of Like tombstones as she went about.

No matter if you are surprised with Pre-Raphaelite after the march of the year, the exhibition's strength lies in showing the many strands which influenced the public to buy them. A well-chosen group, with a gorgeous eagle-lectern, recalls the International Exhibition of 1862. This marked the birth of High Victorian Gothic and the success of Morris' hedging firm of interior decoration. The display of painted furniture is enchanting, not beautiful. Rossetti's sofa design looks more comfortable than the canopied settle, shown as part of an interior from Morris' Red House. One imagines racking visitors finding solace in the lovely wallpaper as Morris read aloud intermittently his poems.

The 1862 catalogues show us that the critics slated Morris & Co's designs. The public knew better and commissions flooded in for houses and churches. An audio-visual film takes us round

four Morris churches and there is a good show of his stained glass.

One catalogue is open at a page which strikes a chill. It records a rival firm making windows for Lavenham church in Suffolk. To his credit, Morris ceased to inflict Victorian glass on ancient churches.

There are no nudes in this part of the appeal of medievalising art? It naturally showed only the well-clad upper-classes. The most bush-worthy sight here is that bare-necked son of the Duke tied to a tree by Sir Frank Dicksee's *Chivalry*. Perhaps steaming Oriental hounds and Greek nymphs went better in the smoking-room.

Arthurian legends were even finer for the nursery. But there was a moral in the guilty love of Launcelot and Guinevere. It brought to an end a Golden Age. The catalogue discusses interestingly the pessimistic side of the Arthurian craze. A poignant remainder of the Victorians' flight from reality is Jamie Morris' jewel casket. It was painted by her future

lover, Rossetti, a relationship which Morris endured silently for years.

The high spot is the two tapestries of the 1890s, *The Summons* and *The Attainment*. The colours are a dreamy mix of blues, greys and deep rose-pink. The flowers almost equal those in medieval tapestries. If you thirst for more, don't miss the gallery's permanent exhibit of Morris textiles. The irony of Morris' life was that his work was so successful it flew out of "the swinish luxury of the rich." He predicted the demise of art if capitalism endured.

A further irony is that, founded in 1880, the Whitworth Institute's motto was "Art and Industry". This show inaugurates a policy of seeking support from companies associated with Manchester. It is to be hoped that more sponsors will, in approved knightly fashion, ride up to protect this delightful gallery. This exhibition was supported by ICI Organics, Tootal, Vantona, Viyella, Wardle Fabrics and Cosmo Rodewald.

Falstaff/Fortune

Martin Hoyle

The actor David Buck has adapted Robert Nye's novel Falstaff into a two-hour, one-man show. Traditionally pot-bellied and white-whiskered, the fat knight, now 80, reminiscences, rhapsodises and rummages. It is 1459. Hal has been dead for nearly 40 years, Joan of Arc almost 30.

Identified with the historical Fastolfs of Caister, Norfolk, whose impressive castle keep still stands as originally St John could wish, the memoirs of Falstaff's lower-middle-class farrow fits in (all the sense) his early years, and puts Shakespeare right on a few points. Of course his pre-Agincourt death was a ruse. He guarded the baggage-train and gives us the truth about the supposed massacre of the baggage boys, as well as the low-down on Shrewsbury and Gadd's Hill.

Recalling and the genius is always rising, and the monologue is successful when not starting Shakespearean bares.

Bravura passage on the plague, the battle of Sluys, breaking wind, onions, and his "enginc" ("like a well-baked Norfolk loaf") conjure up a jostling mediæval scene. If it wasn't like this it should have been.

Emily Greenwood's costume and the warm-hued tavern-like clutter of the set (Mike Bear, with Kate Burnett and Kevin McClonan) add a rich visual dimension. David Buck's splendid shot at sustaining a stature larger than not

another one person show across London at the Gate Theatre, Holloway Hill, certainly raise the spirits. Pauline Delaney has resurrected Dr Marie Stopes, a compliment to Dr Marie might have found in doubtful taste since she fully expected to live to be 200.

Ms Delaney enters like a whirlwind, ordering us all to leave the theatre: the Lord Chamberlain has banned her latest play because of its sexual honesty. Then she relents and in a frenzied hour gives us the story of her quite remarkable life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life. A woman who created the Victorian age who created the modern world yet remained a Victorian. This is a lively instant snapshot, worth all of

Rate Harwood's drawing, with green face powder like

make-up. She added a chapter on contraception and caused a sensation.

This advice to the working class poor, burdened with unwanted children, was quite unnecessary in her own case.

Despite the book, Dr Stope was so ignorant of sexual matters that she was a virgin after five years of marriage.

Divorce and re-marriage solved that one and then Dr Stope devoted the rest of her life, aided by her husband's cash, to birth control clinics and preaching the gospel of the cap.

She was, of course, a complete eccentric. Her crusade was a just one and she anticipated sainthood in a more rational future. She doubtless did much good and dispersed much ignorance. Beyond the one basic idea she was capable of tremendous silliness — she wanted only the best to breed and tried to stop her son's marriage because his fiancee wore spectacles. She was a tyrant and perhaps mad by the time of her death.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

As You Like It/Upstream

B. A. Young

The Cherub Company's

Shakespeare is for adults for scholars. *As You Like It* has been illustrated with little mimes, to accompany, for instance, "I met a fool in the forest" and "What shall he have that killed the deer?"

Mystic symbols are brought to suggest a miscellany of ancient legends and beliefs. I don't suppose they imagine that Shakespeare had all these things in his capacious mind and wrote what they finger in all my tales as this, where different traditions are stirred up together as in an English pantomime.

Illusion is not the object of a Cherub production. The illusion must be the product of our own minds. The Forest of Arden is bounded in Barbara Hook's design with a great floral collar, that changes its hue as winter gives way to spring. There is no attempt at atmosphere, let alone realism in her costumes. It is enough that they should be pretty or amusing or both. Rather creepy music by Stephen Edwards, that usually sidles past definite tonality, adds to the fairy atmosphere.

Eight players take 22 parts, changing publicly, sometimes in mid stage, from one of Miss Hook's costumes to another. In such circumstances, change of costume may be the biggest favor in charge of part-time Thatcher, excellent as Jaques, is also Charles the Wrestler, with green face powder like

T. S. Eliot, Phebe, and one of the girls that she was a lover," sitting a hamper.

Dominic Granata, a courteous Le Beau, turns up again as the Old Duke and as Audrey, keen as Marilyn Monroe to let us have an unashamed glimpse of a bare shoulder.

Only three players remain immutable. Paul Brennan is an unromantic Orlando who looks like an LSE mature student. Mary Keegan is a plump, pretty Rosalind who makes a smashing boy, and Denise Lane is both a second string as Celia. Both of them talk too fast and are unable to allow all their words to be heard in this echoing house. And I think they might pay more attention to the not infrequent beauties of their lines.

The director is Andrew Visnevski, the online begetter of this company, so shamefully neglected by the Arts Council despite its work at home and on tour abroad.

Important sculpture on loan to V & A

Two of the most important sculptures from the recent exhibition of English Romanesque Art at the Haywood Gallery have been loaned to the Victoria and Albert Museum. They are the life-sized figures of Monks at Ease, from St John the Evangelist in limestone from St Mary's Abbey, York.

Eight players take 22 parts, changing publicly, sometimes in mid stage, from one of Miss Hook's costumes to another. In such circumstances, change of costume may be the biggest favor in charge of part-time Thatcher, excellent as Jaques, is also Charles the Wrestler, with green face powder like

make-up. She added a chapter on contraception and caused a sensation.

This advice to the working class poor, burdened with unwanted children, was quite unnecessary in her own case.

Despite the book, Dr Stope was so ignorant of sexual matters that she was a virgin after five years of marriage.

Divorce and re-marriage solved that one and then Dr Stope devoted the rest of her life, aided by her husband's cash, to birth control clinics and preaching the gospel of the cap.

She was, of course, a complete eccentric. Her crusade was a just one and she anticipated sainthood in a more rational future. She doubtless did much good and dispersed much ignorance. Beyond the one basic idea she was capable of tremendous silliness — she wanted only the best to breed and tried to stop her son's marriage because his fiancee wore spectacles. She was a tyrant and perhaps mad by the time of her death.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Harwood, makes her credible and not likeable, an uncontrolled genius whose devotion to God hid the vices in her real life.

A brilliant botanist, Marie Stopes had enough surplus energy to write books, plays, poems on every conceivable subject, including, in 1918, *Married Love*, her guide to a happy Ms Delaney's exuberance.

Pauline Delaney, directed by Rate Har



SOMETIMES YOU NEED A FUND OF IMAGINATION, AS WELL AS FUNDS.

There are many sources of investment finance.

But how many of them are also a source of inspiration? At 3i we can, in all modesty, claim to be both. Which is why a meeting with us is invariably a creative, as well as financial, experience.

As a private sector company, there isn't a stuffed shirt among us. As businessmen, we know business backwards. And as financiers, we're always looking forwards. So it's hardly surprising that we love a good challenge. And why not?

Within 3i, we deal with large projects and are prepared to back any one company with up to £35m or more; we have ICFC, whose understanding of small companies' problems is unique; and our Ventures Division who specialise in high-technology businesses.

To date we have successfully supported over 8,000 businesses, from small-scale family to major multinational companies.

Together we couldn't go wrong. Because they used their imagination. And we used ours.



THE CREATIVE USE OF MONEY.

Group Finance Director South Yorkshire Based

Hepworth Ceramic Holdings PLC is an international group which continues to expand and improve its results through the introduction of modern and highly automated production techniques coupled with a continuing drive in research and development. It has now achieved an annual turnover in excess of £340 million. Success is centred around the group's principal manufacturing base which includes, both in this country and overseas, vitrified clay pipes for underground drainage and conduit, refractory products for the lining of furnaces, plastic building products, and quarrying and the processing of silica sand.

The requirement is for a highly experienced and commercially-minded finance executive who will participate as part of a small, but highly professional, executive team in determining corporate policy and commercial strategy. The successful applicant will work closely with the Group Managing Director in promoting optimum performance in the self-accounting divisions. The position carries ultimate responsibility for the group's accounting policies and practices but the successful candidate will be well supported in this respect.

Applicants, preferably aged 35 to 45, should demonstrate clear achievement in their career to date. They must be suitably qualified and professional in approach and able to communicate with tact and authority in order to establish early credibility throughout the group.

Salary will not be a limiting factor and other benefits will be fully in keeping with the seniority of the position. It is anticipated that there will be a designate period of not more than twelve months.

Please write, setting out how you meet the requirements of the position, to: Michael R. Andrews, Executive Selection Division, Southwark Towers, 32 London Bridge Street, London SE1 9SY. Please quote ref MCS/7144.



ESSEX WATER COMPANY

General Manager

Salary c. £40,000

Applications are invited for the above appointment which will take effect on 1st October 1985. However, the successful candidate will be expected to understudy the General Manager for the preceding four months.

The Company is a Statutory Water Company with headquarters at Romford supplying southern Essex and part of Greater London. It is one of the largest Water Companies with 960 employees.

The General Manager is the chief executive of the Company and is directly responsible for all functions to the Board of Directors.

It is unlikely that the successful

candidate will be over 50 on appointment. A water engineering background is desirable but not essential. The requirement is for an experienced executive who has controlled a large workforce.

The candidate appointed will be required to join the Water Companies' Association Pension Scheme.

Write in complete confidence with a CV to the General Manager, Essex Water Company, c/o Regis Securities, Balfour House, 390/398 High Street, Ilford, Essex IG1 1NQ.

The envelope should be endorsed on the top left hand corner "GM" and should arrive not later than 1st December 1984.

Corporate Finance/ Development Capital/Buyouts

Leading US International Bank

City based

Our client is a large, well established US international bank, renowned for its innovative and dynamic approach and with a long and successful connection in the UK. As a leader in today's rapidly changing financial world, it is seeking to develop its presence in the field of development capital buyout and finance.

A Chartered Accountant who has a university degree is required to fulfil a key role within this growing area of activity. As part of an enterprising team, the successful candidate will be involved in the research, structuring and negotiation of development capital and buyout transactions.

Applicants aged c. 28 years, will have gained 2/3 years post qualification experience in the profession with particular emphasis in the fields of smaller companies and company flotations. A strong entrepreneurial outlook and the potential to negotiate effectively with clients are essential in order to substantiate a long term career within this progressive environment, which can also lead to opportunities in other areas. This position offers an attractive salary package and the standard fringe benefits normally associated with a major international bank.

Candidates should write in the first instance to Don Day FCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting ref. 158, at Michael Page Partnership, 31 Southampton Row, London WC1B 5HY.

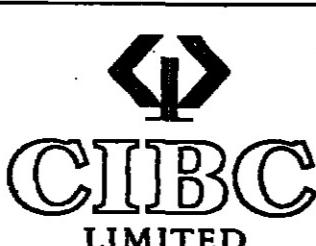
MP
Michael Page Partnership
International Recruitment Consultants
London New York Bristol
Birmingham Manchester Leeds Glasgow

EUROBOND SYNDICATE MANAGER

CIBC Limited is seeking a New Issue Syndicate Manager. This is a senior appointment and will cover all aspects of syndicate work including pricing of potential new issues. The successful candidate should currently be a member of the syndicate department, or another capital markets department of an active new issue house. The candidate may also be a successful salesman seeking a new challenge.

Salary is negotiable and is unlikely to be a limiting factor for the successful candidate. We also offer those benefits as you would expect of a merchant bank in the City.

Replies in confidence to: J. B. Clark, CIBC Limited, 55 Bishopsgate, London EC2N 3NN.



Changes in the City Management Consultancy

Banks, insurance companies and other financial institutions face dramatic change in the organisation, development and reward of their human resources in the next few years. We seek consultants who can advise and help senior management in this sector to implement the impending changes effectively. Those most likely to succeed will have worked at the heart of such businesses. Such men or women may be lending officers, underwriters or investment analysts with the confidence to listen to clients, and the sensitivity and energy to see change through. Preferred age band 30 to 40.

The rewards are competitive with most; our environment encourages freedom of action and high standards; the location is the City. Please write with relevant information about yourself to Clive Murray or Philip Crofton, HAY-MSL Management Consultants Group Limited, 1st Floor, 40/42 Cannon Street, London EC4N 6JJ.

MARKETING OFFICER (UK)

Salary negotiable — Excellent benefits

Expanding International bank wishes to appoint an experienced marketing officer to assume responsibility for developing new corporate business. Candidates aged between 27 and 32 years will have had previous credit analysis training followed by similar marketing experience.

Call Sylvia Horner on 01-226 0442/0445

ABACUS RECRUITMENT, 30/31 Queen Street, London EC4

GROUP DEVELOPMENT DIRECTOR

PRIVATE HOUSING

We are seeking a candidate aged around 35 with residential development managerial experience and a strong building, surveying background to join our team and ultimately replace our existing Joint Managing Director on his retirement mid-1986. Must be capable of efficiently handling £30 million turnover with above-average return in householding section. Only those currently at or near Board level need apply. Job based at Ruislip, Middlesex. Salary negotiable with usual fringe benefits.

Please write in confidence, with full details, to:

Joint Managing Director
PROWTING HOLDINGS LIMITED
Breakspeare House, Bury Street
Ruislip HA4 7SY

Prowting

BUILDING FOR BETTER LIVING



UK/International Marketing

Secure Your Future With Our Growth

Are you looking for a fresh challenge? Do you have the enthusiasm and previous experience to directly contribute to the growth of this major European banking group who have two key appointments in the Corporate Banking Department?

Assistant Manager

Your substantial experience of marketing to UK and/or International Corporates means you will be a key member of the marketing team involved in managing existing and new relationships, product development and supporting less experienced colleagues. You must have proven marketing ability, good credit skills and a working knowledge of French.

Both positions are based in the City and offer very competitive salaries with good banking benefits, but more importantly, the opportunity to progress within an energetic expanding organisation. Please write in complete confidence to Carmine Leon of Cripps, Sears & Associates Ltd, Personnel Management Consultants, Burne House 88/89 High Holborn, London WC1V 6LH Tel. 01-404 5701.

Cripps, Sears

Marketing Officer

You are seeking the opportunity to manage a portfolio of existing UK Corporate customers and to demonstrate your ability to identify and expand your client base by marketing current and new products. You must have a successful marketing record coupled with a sound background of balance sheet analysis and all loan related proposals for presentation to Credit Committee.

First commercial opportunity for a recently qualified ACA

to £18,000 + car

Following an overseas promotion, one of the UK's best-known consumer product groups has retained us to recruit an ACA to join its Central Finance team, based on the western outskirts of London.

Reporting to the Group Financial Controller, your main job will be to provide a comprehensive financial management service to Divisional Directors, as well as performing a wide range of tasks at Group level.

Ideally you will be a recently qualified graduate in your mid 20s, probably in a large professional

**Management
Appointments Limited**

practice and looking for your first position with a major international enterprise. Knowledge of US accounting practices would be useful.

A very attractive salary and car are offered, and the prospects of broader responsibilities in a very substantial organisation are excellent.

Please send a detailed cv, including contact telephone numbers, in strict confidence to Peter Wilson, FCA at Management Appointments Limited (Recruitment Consultants), Finland House, 56 Haymarket, London SW1Y 4RN. Tel: (01) 930 6314.

CORPORATE DEVELOPMENT MANAGER

Up to £25K + car

Central London

A profitable, soundly-based international engineering and electrical group wishes to appoint a senior executive as a key member of its central team guiding its expansion in the UK and internationally over the next five years.

Reporting to the Group's Chief Executive, the successful candidate will:

- be an imaginative self-starter with the maturity and confidence to advise both divisional and main boards;
- hold a good degree ideally followed by an MBA or equivalent;
- have significant fine industrial experience and be able to demonstrate analytical ability and a sound grounding in fundamental business disciplines.

Whilst age is not a critical factor, candidates under 40 with the potential to develop this assignment into top-line management will be preferred.

The position - based in Central London - carries an excellent remuneration package which fully reflects the importance of the appointment.

Applications are invited from male and female candidates who should in the first instance send a full curriculum vitae, quoting ref. CDM/FT, to the Appointments Manager, Shipway Communications Limited, Western House, Smallbrook Queensway, Birmingham B5 4HD.

Confidential Reply Service: Applications will be treated in the strictest confidence. Please list in a separate covering letter any companies to whom your application should not be forwarded.

SHIPWAY

BBC REPORT WRITERS

Monitoring Service

To prepare copy under supervision for the daily Summary of World Broadcasts and Weekly Economic Reports. To sub-edit a large volume of material transcribed from foreign broadcasts quickly and accurately into good English to meet daily deadlines.

Candidates should have an understanding of international affairs and preferably specialist knowledge at degree level of one or more of the areas covered by the SWB (USSR, Eastern Europe, Asia, Middle East, Africa and Latin America); ability to type or willingness to learn.

Salary £149-£155 plus allowances of £537 p.a. Based Caversham near Reading. Relocation expenses considered. Converse us immediately for application from (quote ref. 3630/FT and enclose s.a.e.): BBC Appointments, London W1A 1AA. Tel: 01-527 5799

We are an equal opportunities employer

STOCKBROKING OPPORTUNITY
An expanding and progressive firm of Stockbrokers, based in Glasgow, requires an additional DEALER to assist the Partners in charge of the Dealing Desk.
An ability to service and deal professionally for institutions as well as private clients is essential. This position may also suit an existing Member of the Stock Exchange.
All replies will be treated in the strictest confidence.

Please reply to: Dealing Partner
MESSRS. STIRLING, HENDRY & CO.
Exchange House,
16, Royal Exchange Square, Glasgow G1 3AD
Tel. No. 041-248 6033

Fund Management

Our client, a leading City based industrial and financial group, has a vacancy at a senior level, in the Investment Department. This vacancy provides the opportunity for applicants with a record of successful fund management to join a small team responsible for the management of both trading and long-term investment funds of an international nature.

Applicants, male or female, should ideally be in their late 20's or early 30's and be graduates or professionally qualified. At least 5 years experience with either a financial institution or stockbroker is essential. A good knowledge of the U.K. equity market is particularly desirable and familiarity with Far East or Europe would be an added advantage. Salary will reflect the high personal qualities required. Attractive conditions of service include a generous mortgage interest subsidy scheme and assistance with relocation if necessary.

Confidential Reply Service: Please write with full CV quoting reference 1034/DT on your envelope, listing separately any company to whom you do not wish your details to be sent. CV's will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 36 East Street, Bromley, Kent BR1 1QS.

CHARLES BARKER
ADVERTISING • SELECTION • SEARCH

General manager (banking)

London



For the London branch of a well established Nigerian state-owned commercial bank.

You will be responsible for the profitable expansion of the bank's UK business. Your key tasks will be to develop and implement new marketing strategies, strengthen management development programmes and improve overall efficiency through the updating of the branch's operating procedures as necessary.

You must be a senior banker with wide experience and familiar with providing banking services to the West African business community. Age is not critical and a suitably experienced person at or near the point of retirement would be considered.

Terms are negotiable. Open to men and women.

Resumes including a daytime telephone number to B S Grossman, Executive Selection Division, Ref. G029.

Coopers & Lybrand
associates

Coopers & Lybrand Associates Limited
management consultants

Fleetway House, 25 Farringdon Street
London EC4A 4AQ

Credit and Banking Operations Manager

City

£30,000 - £40,000

As deputy to the general manager of a young but strongly resourced U.K. subsidiary of a European bank, this appointment offers outstanding career development prospects.

Initial responsibilities will enable the appointee to play a leading role in developing the quality and nature of the loan portfolio and deposit base, and to establish a robust banking operations function. In addition, they will call for a strong input to plans to substantially develop the present range of banking activities. As this expansion occurs, so will it provide the banking and operations manager with major personal growth opportunities.

Applications are invited from candidates, 34-40, with at least ten years broad-based banking experience, who can offer particular strengths in risk assessment and the development of client relationships. Please reply, indicating how your own aspirations might be satisfied by this appointment, and quoting ref. 3058/L to:

M.R.P. Blanckenhagen, Executive Selection Division, Peat, Marwick, Mitchell & Co., 165 Queen Victoria Street, Blackfriars, London EC4V 3PD.

PEAT MARWICK

Banking Opportunities Kuwait

Attractive Tax Free Packages

Our client is one of Kuwait's major banks. Continuing expansion and future growth have created a number of middle and senior management opportunities. Experienced bankers are required to contribute to the development of the Bank's activities.

Senior Executives

\$120,000-\$140,000

Tax Free Package

Managers

\$90,000-\$100,000

Tax Free Package

Operations

To take responsibility for commercial operations relating to foreign trade, including documentary credits, guarantees etc, and for the processing of loans, money market, foreign exchange and securities transactions. (ref. MCS/OPS/1)

Retail Banking

To control and develop the Bank's existing and planned retail branch network. This growth is a key objective for the future. (ref. MCS/RB/1)

Treasury

To be responsible for the overall treasury function, covering foreign exchange and money markets, all activities relating to the international capital markets including securities, and overall asset and liability management. (ref. MCS/TRS/1)

Commercial Operations

To supervise foreign trade operations, including documentary credits, collections, guarantees etc. (ref. MCS/OPS/2)

Processing

To supervise the processing of loans, money market, foreign exchange and securities transactions. (ref. MCS/PRG/2)

Credit

Experienced loan officers to handle lending portfolios and to develop credit locally and internationally. (ref. MCS/CRD/2)

Securities

A banker with experience of dealing in Eurobonds and the international capital markets, to be responsible for the management of the Bank's securities portfolio and development of security investment services for its customers. (ref. MCS/SEC/2)

Internal Audit

To undertake internal audit, computer audit, and systems reviews covering all the Bank's activities. (ref. MCS/AUD/2)

Candidates should preferably be graduates with appropriate professional qualifications and all round banking knowledge able to demonstrate expertise in their specialist area. A knowledge of Arabic and experience of working in the Middle East is preferred, but consideration will be given to other candidates who can demonstrate the relevant experience, drive and enthusiasm required for these positions.

Attractive tax free salary and benefits packages will be negotiated to reflect experience and qualifications. It is likely that initial interviews will be arranged in London and other major international financial centres.

**Price
Waterhouse
Associates**

Corporate Finance Drive+Ability=Success

This profitable quoted financial services group is expanding rapidly. The corporate environment is young, dedicated and hardworking with strong professional and marketing skills. The group is now looking for self-starters individuals capable of making a significant contribution to its continual success.

You are expected to develop the longer term corporate finance needs of the company among small to medium size companies both in the private and public sectors. Specifically you must structure proposals, source investment needs, arrange syndicated finance, and study merger and acquisition proposals.

Likely to appeal to directors, managers or executives in merchant banks or the corporate

department of stockbrokers, an accountant or solicitor, you must be a competent self-starter and able to cope under pressure. A good understanding of The Stock Exchange and City is helpful, but the most important personal ingredients are personality, experience and a practical commercial approach.

This is a unique opportunity to join a rapidly expanding public group at a formative stage in its development. Salary and benefits will be fully competitive.

To apply in confidence please telephone or write to Derek Cox of Cripps, Sears and Associates Limited, Personnel Management Consultants, 58/60 High Holborn, London, WC1V 6LE. Telephone 01-404 5701.

Cripps, Sears

STOCKBROKING OUT OF LONDON

London based firm with National office network, would like to talk with members wishing to set up their own offices out of London. Location immaterial. All facilities provided. Individuals or teams welcomed.

NO CONFIDENTIAL REPLY SERVICE
200 Worcester Road, Knowle, Solihull, West Midlands B92 5LN
All replies will be acknowledged

QUOTED FINANCIAL SERVICES GROUP Private Client Fund Director

We are seeking a portfolio manager who will assume control of our existing portfolios, and build-up a full scale operation within 12-18 months. He/she will then be promoted to director of our licensed dealing company and participate in our group executive incentive scheme.

Sound investment background and experience are prerequisites plus strong marketing skills, and ability to communicate easily with colleagues and clients. Age range 25-35 years. Above average rewards.

Write to Box A8758, Financial Times
10 Cannon Street, London EC4P 4BY

APPOINTMENTS ADVERTISING

ALSO APPEARS TODAY ON

Pages 13, 14, 15, 16, 17, 27, 28

A direct line to the executive shortlist

InterExec is the organisation specialising in the confidential promotion of Senior Executives.

InterExec clients do not need to find vacancies or apply for appointments. InterExec qualified specialist staff, and access to over 100 unadvertised vacancies per week, enable new appointments at senior levels to be achieved rapidly, effectively and confidentially.

For a mutually exploratory meeting telephone:

London 01-630 50418 19 Charing Cross Rd, WC2H 0EE
Birmingham 021-632 5648 The Rotunda, New St.
Bristol 0272 277315 30 Baldwin St.
Edinburgh 031-232 5690 47a George St.
Glasgow 041-332 3672 189 Hope St.
London 01-235 8521 59 St. Martin's Lane, WC2N 4JF
Manchester 061-236 8409 Pauline Hse, Faulkner St.

InterExec
The one who stands out

Liffe Trader

Our client, a major international investment bank, require an experienced trader for their Liffe Division. Applicants must have at least two years' experience and a proven track record in this area. Education should be to degree level with an analytical and economic background.

A competitive salary plus banking benefits will be offered to the successful applicant.

Applicants should send a full curriculum vitae to Barry Johnson, PER London West, 319-327 Chiswick High Road, London W4.

PER
Professional & Executive Recruitment

INTERNATIONAL BANKING EXECUTIVE

As part of a programme of expansion, a leading international group involved in merchant banking, trading and consulting on a worldwide basis is seeking an Executive to complement its existing senior management team. The group's current activities encompass the UK, Bermuda, the USA, South America, Europe and the Middle and Far East.

Reporting to the Group Commercial Director, the successful candidate should be in the 30-40 age group with a minimum of 5 years' experience in international banking and with a thorough knowledge of commodity trading. Experience in dealing with the developing world would be a plus. Wide ranging communication skills and a high degree of initiative are essential, as are skills in negotiating and selling.

Results-oriented people seeking to join a rapidly growing organisation can expect to earn an excellent salary plus good fringe benefits to give a very attractive remuneration package.

Applications which will be treated in confidence, should be made in writing, enclosing full cv and salary history, to:

Box A8763, Financial Times
10 Cannon Street, London EC4P 4BY

COMMERCIAL DIRECTION

COOPER-HEAT

Southport West Lancashire

• Our client is the market leader in heat treatment and ancillary equipment for the worldwide construction industry, with turnover in excess of £20 million. The UK based International Division is responsible for all marketing, sales, engineering and manufacture outside the USA.

• As part of its plan to increase overseas business the International Division wants to strengthen its commercial team with the appointment of a Vice-President, responsible for profit planning and performance. The person appointed will have line authority for divisional financial management and some critical cost centres, but in addition will take an entrepreneurial lead in the business, realising commercial opportunities, and achieving profitability objectives.

3I Investors in Industry Consultants Limited
Recruitment Division

THE ARTS

APPOINTMENTS

Max Beckmann/St Louis

Frank Lipsius

"Beckmann is to St Louis as Picasso is to Paris," commented James Burke, the director of the St Louis Art Museum at the opening of the Beckmann retrospective previously shown in Berlin and Munich. The tie to St Louis goes beyond the museum's Beckmann collection, the single largest source of the exhibition, which commemorates the artist's centenary. Beckmann also lived and taught at Washington University in St Louis for two years after the war.

For St Louis, the retrospective marks a step up on the cultural map. One of only four cities to have the show, which has been planned for five years, St Louis has gloriied in the growing reputation of the German Expressionists since a local department-store magnate, Morton May, latched on to Beckmann just after the war when his paintings could be bought for under \$5,000. He built a sizeable collection of 38 Beckmann paintings, which the world is having a chance to see before they settle back in the city that fostered Beckmann in two of the last years of his life. Beckmann died in 1950 while preparing to move to Brooklyn, New York, after

his temporary St Louis teaching job expired.

The show charts Beckmann's prolific career, starting with the 1900 *Self-Portrait With Bubbles*, a angular-faced painter shown in profile staring at bubbles he blew with a small pipe. He sits incongruously in the foreground against the background of a prosperous tiled field, where a green-blue sky meets the brown-green earth.

His early years were made cheerful not only because of the prosperous bourgeois life of those halcyon days before the first world war but also because of his own success, as evident in the 1907 *Self-Portrait in Florence*. Standing with a cigarette effeteely dangling from his right fist, the blond, blue-eyed, handsome young man wears a black suit and jumper with winged collar in front of a light blue horizon. The Florence setting resulted from Beckmann's *Young Men by the Sea* winning at the age of 22 the Villa Romana Prize at the juried German Artists League competition.

The war brought to a culmination a period when Beckmann's precociously recognition turned disillusionment as critics turned against his works like historic paintings of *The Sinking of the Titanic* with rolling green waves filled with huddled people in nearly submerged dinghies and *The Destruction of Messina*, with its realistic portrayal of soldiers fighting workmen. In the postwar period, Beckmann conveyed the claustrophobia of a world that had suddenly gone more two-dimensional.

Exile in Amsterdam after Hitler's rise to power was a prolific, if not happy, time for the artist and his attentive wife, Quappi. Not allowed to return to Germany, he got his paintings there through his son, a Luftwaffe doctor who smuggled them in. When caught once with his father's "degenerate" work, the son said he himself had painted them as a joke and got them across the border.

In 1947 Beckmann and Quappi went to America. While speaking little English, Beckmann attracted a following in his adoptive home on the Mississippi, where he taught painting, with Quappi translating his comments to students.

A bon vivant who gloried in his enthusiastic reception in St Louis, he told a St Louis Post-Dispatch interviewer, "I promise not to raise a flock of little Beckmanns." Yet William Fett of Washington University remembered, "He awarded first prize [in a competition he judged] to a painting that looked most like a Beckmann painting." Fett concluded, "I believe he literally saw the world like a Beckmann painting."

Although it was only coincidental that Beckmann arrived in a city where one of his fervent admirers had already started collecting his work, the two became good friends. Morton May's widow still has a painting that May was working on when Beckmann walked in. Beckmann took a brush and rearranged the work, which now has written on the back, "Not for sale - both Beckmann and I worked on this."

A great service of the present exhibit is the series of Beckmann's own portraits, which numbered close to 80 throughout his life. They depict him in all kinds of settings and activities, from sculpting to pre-

paring for a walk with walking cane.

In a self-portrait of 1950, the year of his death, Beckmann appears as an ageing, dignified, still vigorous figure with his hand holding a cigarette in his mouth. He looks piercingly into the distance, relaxing with the other hand in his pocket while dressed in a sweater jacket, orange shirt and large-knotted tie. He has the air of a world citizen, surrounded not by personal objects but the back of a brown canvaes and one cane-backed chair on which he leans with one elbow.

Having lived through a tumultuous period, Beckmann seemed capable of focusing on his own interests and preoccupations. He adapted the world to his own view that had no setting recognisable outside the confines of the canvas. Most of his later works were portraits with the characteristic black-bordered outlines like the *Portrait of Morton May*, done in 1949, and the party girl *Colombine* of 1950.

When the show closes in St Louis on November 4, it travels to the Los Angeles County Museum of Art for two months until February 3 1985.

Cavalleria Rusticana and Pagliacci/Grand, Leeds

Rodney Milnes

Pity the producer of these still heavenly twins; virtually all there is to say about them has been said in this country either in Zeffirelli's quasi-veristic version at Covent Garden, or far more persuasively in John Blatchley's brilliant, supposedly abstract but in fact supernaturalistic staging at the Coliseum. (Who, having once seen Rita Hunter grumpily knitting baby clothes while Turiddu serenaded his new-old love, could ever forget it? One scarcely needed to play the rest of the opera.)

For Opera North, Steven Pimlott, one of today's most imagina-

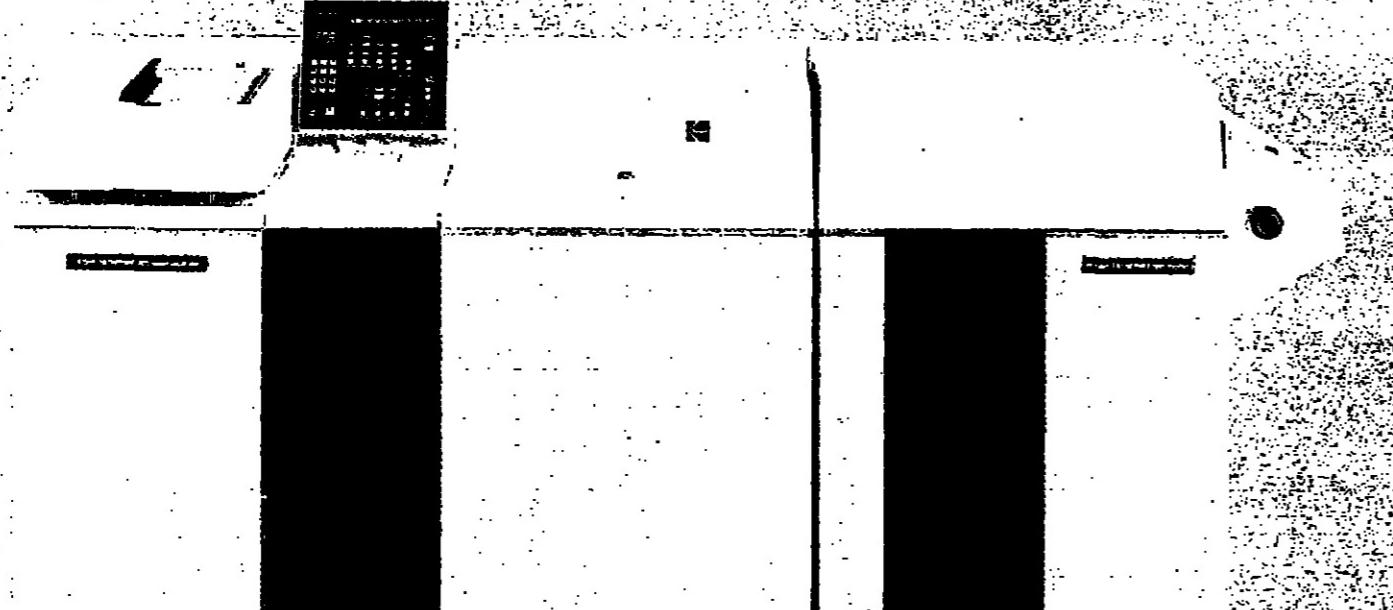
tive young hell-raisers inspiring agony (*Hans Heiling*) and ecstasy (*Dow Givonost*) in roughly equal proportions, has surprisingly settled for quasi-verismo. When the curtain rises on a conventional, rather too tidy village for the Mascagni (again surprising, in that the designer, Raimonda Gaetani, was born in Naples), one experiences a sense of shock, even disappointment. Mr Pimlott of all people, one hoped, a master-piece, and an indestructible one. David Lloyd-Jones conducts with far more sympathy (Clive Timms's *Car* never took wing) and Mr Pimlott's

But *Pagliacci* certainly does work—it is, I fear, a masterpiece, and an indestructible one. David Lloyd-Jones conducts with far more sympathy (Clive Timms's *Car* never took wing) and Mr Pimlott's

marshalling of the townsfolk is fluent and easy in another realistic setting—the realism of both sets incidentally compromised by a horribly wrinkled sky cloth. The double murder is hair-raisingly staged and the events leading to it logically set out. I especially liked the idea of Silvio (Geoffrey Dolton) as a stage-struck young bourgeois drawn moth-like to the Older Thespian. There is some good, honest singing. Angelo Marenzi (Canio) has a ringing, securely placed top, much and rightly appreciated by the audience, and Frederick Donaldson (Turiddu),

scarcely less authentic in "ping," painted a depressingly accurate portrait of heedless machismo. Phillip Cannon's newly acquired soprano is now, perhaps, too bright for Sanzuza's darksome maulders, and Kate Flowers' Nedda, although not consistently easy on the ear, is a carefully thought-through portrayal. Most remarkable was Florian Cerny, a young German-Australian baritone with clean, closely-focused tone, musicianship and evident acting ability; his Tonio had horrid gleeful relish. More, please.

For Opera North, Steven Pimlott, one of today's most imagina-

Kodak have just taken
the next step in copying.

The new KODAK 'Ektaprint' 200 Copier-Duplicator has been designed to save you time.

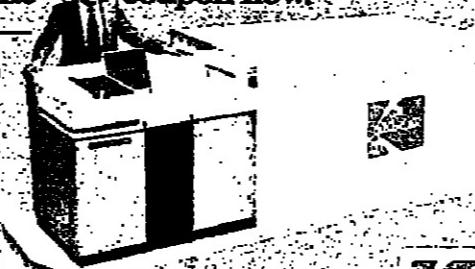
To start with, you can pre-programme it. So regular or difficult jobs, like making a professional report, can be done at the touch of a button.

Ease of operation is another in-built feature. Comprehensive messages appear on the display unit. They tell the user, in plain English, exactly what's going on.

We won't spend any more time telling you about the Model 200. To find out more about Kodak's next step in copying, fill in the coupon now.

Contact Tracy Lloyd, Kodak Limited, Copy Products Sales, PO Box 66, Station Road, Hemel Hempstead, Hertfordshire HP1 1JU. Telephone: 0442 61222.

Name _____
Position in company _____
Company/Address _____
Tel No. _____



KODAK COPIERS

Kodak and Ektaprint are Trade Marks

Hawker Siddeley senior posts

Mr David C. S. Ease, who became a director of HAWKER SIDDELEY GROUP on October 1, has been appointed chairman of R. A. Lister and Co., L. Gardner and Sons, Peiters, Hawker Siddeley Power Plant and Hawker Siddeley Marine. Mr Richard A. Lister has been appointed managing director of R. A. Lister and Co. Mr A. Richard Taylor becomes production director. Mr Brian M. Bonfield, who also joined the group board on October 1, has been appointed chairman of Carlton Industries and a director of Fasco Industries Inc., U.S. All the above are Hawker Siddeley companies.

managers and directors from both the public and private sectors of British industry whose job is to keep the School in close contact with the business world.

MARTIN CURRIE & CO, Edinburgh, has admitted Mr Michael J. Gibson as a partner.

PRUDENTIAL PORTFOLIO MANAGERS, investment management arm of Prudential Corp, has appointed Mr David Hines as the group's first director of administration. Successing him as PPM's director of international securities will be Mr John Sherriff, who has joined from County Bank where he was a senior director and chief executive of the bank's unit trust operations.

Mr C. L. Alderman and Mr J. T. Ross have been appointed to the board of HARTWELLS GROUP.

Mr Clark Bundell has been appointed associated director, YAMAICHI INTERNATIONAL (EUROPE), for capital markets with responsibility for swap transactions. He was formerly with Orion Royal Bank.

At SONY (UK), Mr William H. Fulton, managing director for the past seven years, has been appointed chairman. In his new role, which will be non-executive, Mr Fulton will be spending much of his time dealing with external aspects of Sony's business in the UK, in particular Governmental and industry relations. Mr Nebu Watanabe becomes Sony's new UK managing director. Although new to Sony (UK), he has been based in Britain for the past seven years as deputy managing director of Sony Broadcast.

CONTRACTS

£5m cranes order

NEI FAVCO has won an order worth £5m for five 45-tonne offshore pedestrals cranes for the Ulta oil and gas field in the Norwegian sector of the North Sea. The cranes, of the 8/10 k type with diesel hydraulic drive, will be built at the Gateshead factory of NEI Clarke Chapman. Delivery is scheduled between April and August 1985. NEI Clarke is a joint venture between NEI Clarke Chapman and Aquila Favco of Australia.

The pump division of SULZER BROS (UK), Leeds, has received confirmation of a £2.8m contract to supply eight centrifugal pump sets for the Ameria tunnel pumping station in Cairo. The contract was awarded by GEC Electrical Projects, Rugby, as part of Stage 1 of the Greater Cairo Wastewater Project. The eight pump sets, capable of delivering 20,000 litres of untreated sewage per second from a sewer 22 metres below ground level and will have an installed electrical capacity of some 8 Mw. Delivery starts in 1985. Plans provide for a similar pumping station to be constructed on the same site in the future.

THE S. W. FARMER GROUP has been awarded five contracts for furnaces, fired heaters and waste heat recovery systems worth over £2m. Placed with its subsidiary company, Farmer Plant Engineering, the contracts include five heaters for the Qasim refinery in Saudi Arabia,

its catalytic reformer low lead and ethanol modification project at Grangemouth Refinery. A contract awarded by ICI's north east division is for the revamping of furnaces at the Olefine 6 plant at Wilton. Also for an ICI project, Kinetics Technology International has awarded a contract for a reformer feed heater to be installed on the Aromatics 2 plant at Billingham, which will be supplied in lined panels and erected on site.

This Advertisement is issued in compliance with the requirements of the Council of The Stock Exchange.

Folkestone and District Water Company

Placing of £2,500,000
11½ per cent Redeemable Debenture Stock, 2004
at £100 per cent.
(Redeemable at par on 31st December, 2004)

Application has been made to the Council of The Stock Exchange for the above Stock to be admitted to the Official List. The Stock will rank for interest *per pessu* with the existing Debenture Stocks of the Company.

Particulars of the Stock have been circulated in the Extel Statistical Services Ltd, and copies may be obtained during usual business hours on any weekday (Saturdays excepted) for 14 days from and including 5th October, 1984, from

Seymour, Pierce & Co.,
10 Old Jewry,
London, EC2R 8EA

SARAKREEK HOLDING NV

Herengracht 595, 1017 CE Amsterdam. Tel: 020-35 38 72.

Sarakreek is a property investment holding company which invests in completed and ongoing office buildings and shopping centres in the United States. Net assets as at 30 June 1984 were \$177.2 million, equivalent to \$38.3 per share (= £19.83). No calculation a provision for deferred tax and selling costs is included and no deduction is made in respect of dividends for the half year.

SUMMARY

Consolidated balance sheet 30.06.84 31.12.83
\$'000 \$'000

ASSETS	
Property interests	
Properties	216,737 22,900
Mortgage loan receivable	17,100 17,100
Total property interests	233,834 238,900

Current assets	
Miscellaneous receivables and cash at bank	6,047 5,529
Bank balances	9,873 12,388
Total current assets	15,920 17,757
Total assets	248,757 256,687

SHAREHOLDERS' EQUITY	
Share capital	54,444 54,444
Reserves before profit appropriation	122,434 128,071
Total shareholders' equity	176,578 182,515

LIABILITIES	
Non-current liabilities	
Mortgage loans payable	29,257 28,916
Capitalised lease obligations	12,945 12,624
Minority interests	9,670 9,303
Deferred taxation	6,154 5,539
Deferred legal and selling costs	2,169 2,254
Notes payable	301 358
Total non-current liabilities	60,496 60,091
Current liabilities	
Bank overdraft	12,383 14,091
Total liabilities	72,879 74,182
Total shareholder's equity and liabilities	249,757 255,697

Consolidated profit and loss account for 6 months 30.06.84 30.06.83
\$'000 \$'000

Rental and other income from properties	19,320 17,813
Interest income and charges	765 755
Other income	481 1,154
Property operating expenses and taxes	(11,702) (6,014)
Interest expense - mortgage loans payable	(1,362) (7,653)
Net income from property interests	7,458 7,945
Fees and general expenses	(1,138) (1,155)
Interest on bank balances/ deposits and other income	864 778
Profit before minority interests	7,178 7,188
Minority interests	(484) (382)
Net profit for the first halfyear	6,694 6,786

The Management Board believes that the rents will continue its upward momentum over the next few months and that this plus the close attention given to constantly improving our real estate portfolio will allow a modest improvement of net profits for the whole year.</

MANAGEMENT TRAINING

London Office of Leading Wall Street
Investment Banking Firm
Management Information Systems Department (M.I.S.)

Career Development Programme for all University graduates:

We are searching for a select few who have the intelligence, discipline and initiative to dedicate all of their skills and energy to pursuing a unique career opportunity in M.I.S. This department provides all of the electronic services to the Firm which includes data processing, communications, database analytics, telephones, market quote systems etc.

Our Programme Offers:

- An outstanding compensation programme. Compensation during the 6 month entry training period is at an annual rate of £10,500.
- A means of establishing a high growth career in M.I.S. in a challenging industry (Securities). We offer a significant amount of training plus the opportunity to work with exceptionally talented securities industry and information systems professionals.
- Training will be carried out in our New York offices for a period of between 6-18 months prior to taking up a position in our London Branch.

Requirements:

Individuals selected for this programme will have earned a university degree and performed with distinction during their academic careers. Analytical skills are essential. We require your resume and a cover letter in which you develop an organised presentation of your qualifications to enter this programme. In addition to presenting your objectives and accomplishments, please provide us with your academic qualifications including 'O' and 'A' level grades.

Please write to:

Box No. RTS 1
c/o Euston Advertising Limited,
Hazlitt House,
4 Bourne Street,
London EC4Y 8AB

TRADE & PROJECT FINANCE - TURKEY
We are a London-based financial institution looking to develop our business in Turkey with particular emphasis on Trade Finance, Project Finance and Counter Trade. We invite applications from candidates who are aged between 25-30 years with experience of and contacts in Turkish banking and finance, particularly in Europe and America, and preferably with a sound knowledge of French and/or professional engineering and business administration qualifications. Remuneration and benefit package will be commensurate with qualifications and experience.
Please reply to Box 2764, Financial Times
10 Cannon Street, London EC4P 4BY

STOCKBROKING

Expanding and dynamic London-based firm seeks members looking for change of environment. Excellent facilities and commission arrangements offered. Please apply in strictest confidence to:
Box AB761, Financial Times
10 Cannon Street, London EC4P 4BY
(All replies will be acknowledged)

The Nikko Securities Co., (Europe) Ltd.

APPOINTMENTS ADVERTISING

APPEAR EVERY THURSDAY

RATE £34.50 per single column centimetre

MANAGING DIRECTOR**REQUIRED FOR A NEW VENTURE**

Norway's largest manufacturer of kitchen furniture is establishing a subsidiary in the UK to market its products primarily to kitchen specialist outlets. In the longer term the company will assess the possibility of establishing its own retail chain and incorporating its bathroom furniture into the product range.

The immediate requirement is for an entrepreneurial individual, preferably with knowledge of the fitted kitchen market, who could work closely with the directors of the parent company in setting up the subsidiary from scratch. This would involve finding suitable premises, identifying staff requirements, drawing up sales targets etc.

Selection of the correct person for this key role is considered to be critical and the remuneration package will therefore be negotiable.

Please write in the first instance, giving full details of relevant experience, to:

THE EXPORT COUNCIL OF NORWAY

Norway Trade Centre, 20 Pall Mall, London SW1Y 5NE (Ref 94025)

All replies will be forwarded to our principals in Norway who will then communicate direct with applicants.

CREDIT/MARKETING

Young Credit Analyst with experience of the preparation and presentation of credit applications is sought by a major European Bank to join their International Business Development Group. Involved with country risk, there are excellent opportunities, involving marketing and overseas travel. Knowledge of languages will be advantageous.

Contact:

BANKING PEOPLE
4 London Wall Buildings, Bloomsbury Street
London EC2M 5NT
01-588 8161

STOCKBROKING/BANKING

BANK INVESTMENT ADVISER
EUROBOND SETTLEMENTS SUPERVISOR
EQUITY DEALER
GENERAL DEALER
PART/QUALIFIED ACCOUNTANT
EUROBOND SETTLEMENTS CLERK
VALUATIONS CLERK
SENIOR FX CLERK

£10,000 + bonus
£10,000 + bonus
£9,000 + bonus
£9,000 + bonus
£8,500 + bonus
to £9,000 + bonus
to £8,000 + bonus

CAMBRIDGE APPOINTMENTS 01-623 0101

International Appointments

Operations Management Consultants in Europe

Booz Allen and Hamilton – one of the world's largest management consulting firms and leading provider of consulting services to a wide variety of manufacturing companies – is looking for consultants for its expanding European Operations Management Services Practice.

Candidates – probably in the age range of 27 to 32 – will have experience in several areas of Operations Management, including:

- Production Engineering
- Materials Management
- Industrial Engineering
- Systems and Logistics
- CAD/CAM & Robotics
- Cost Accounting

An Advanced Management Degree and fluency in English and in at least one other European language are necessary. Some experience in management consulting would be an advantage but it is not essential.

BOOZ ALLEN & HAMILTON
MANAGEMENT CONSULTANTS

Typical consulting assignments are in the areas of:

- Manufacturing strategy
- Technology and productivity
- "Supply Chain Management"
- Manufacturing systems design and implementation
- Organisation and manufacturing planning

Successful applicants will be based in London, or one of the firm's other European offices in Paris, Milan, Dusseldorf or The Hague, and operate throughout Europe. Terms and conditions of employment are outstanding, as are the prospects for advancement.

Applications, with full curriculum vitae, should be addressed to the Partner-in-Charge of the European Manufacturing and Operations Management Services Practice as follows:

Mr R. Keith Oliver, Vice President
Booz Allen and Hamilton International B.V.
30 Charles II Street, St. James's Square, London SW1Y 4AE.

Data General

International Field Audit Manager

Attractive Package

Data General continues to maintain its excellent record of career advancement for its audit personnel with more than half promoted to line positions this year. As a result of a further promotion, our client now seeks an International Field Audit Manager. Reporting to the Corporate Audit Director in the USA, this key position involves the management of qualified staff who perform international audit assignments in Europe and South Africa. You will be expected to travel to these areas and the USA for approximately 50% of your time (with return to Paris at weekends when within Europe).

Applicants, aged 30+, will have gained previous exposure to a multinational environment and should be ACA/CPA/MBA or equivalent, with fluency in a second and preferably a third European language. Essential qualities for the role include the ability to analyse complex situations, motivate staff and communicate with senior management.

Working with state-of-the-art technology, this will prove to be a challenging position for an ambitious individual who can demonstrate the potential for fast-track promotion into a line management role. A highly competitive salary will be offered together with generous fringe benefits.

Interested applicants should contact Mark Brewer on London 831 0431, quoting ref MB/733/FT, or send a comprehensive curriculum vitae to Michael Page International, Sicilian House, Sicilian Avenue, London WC1A 2QH.



Michael Page International
Recruitment Consultants
London New York Bristol
Birmingham Manchester Leeds Glasgow

Financial Director

Central Africa

Our client, a long established and highly rated Industrial Corporation with international connections now wishes to appoint a Financial Director at the centre of its operations in Africa.

It is envisaged that the person appointed will be less than 50 years of age and highly professional with relevant qualifications and a good deal of experience at boardroom level in a comparable organisation.

Duties will include the monitoring of the financial performance of the Group and its subsidiaries, the supervision of Head Office accounts, the preparation of consolidated accounts and budgets for presentation to the Board of Directors and the scrutiny and appraisal of all investment proposals. In this, a functional relationship is maintained with the Chief Accountants of the various Divisions and subsidiaries within the Group, and professional and well qualified support at all levels is available as well as a comprehensive and highly modern E.D.P. facility.

An initial contract will be renewable by mutual agreement. A very substantial element of the remuneration package will be paid in the United Kingdom free of tax and other conditions of service will be commensurate with the seniority of the post.

Confidential Reply Service: Please write with full CV quoting reference 1898/JE on your envelope, listing separately any company to whom you do not wish your details to be sent. CV's will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 30 Parrington Street, London EC4A 4EA.

CHARLES BARKER
ADVERTISING·SELECTION·SEARCH

TOP JOBS WORLDWIDE

For the past twelve years the EXECUTIVE EMPLOYMENT BULLETIN has helped executives find top international positions. Mailed at the beginning of every week, it contains advertisements for over 60 senior management positions reproduced verbatim from leading European and U.S. publications and direct sources.

Subscription rates: 10 weeks 25 weeks 50 weeks
UK (First Class) £19.00 £39.50 £69.50
Elsewhere (Airmail) £21.50 £45.00 £79.50

To: Executive Employment Bulletin, Dept. 228, PO Box 160, Maidenhead, Berkshire RG10 1EG, England

Please send me the Executive Employment Bulletin for weeks. I enclose my cheque for £ Please charge my Access □ Visa □ American Express □

Card No. Expiry Date

NAME

ADDRESS

EMPLOYMENT CONDITIONS ABROAD LIMITED

An International Association of Employers providing confidential information to its member individuals, relating to employment of expatriates and nationals worldwide.
01-637 7604

SHIPPING CONFERENCES CHAIRMAN

Applications are invited from mature and experienced shipping executives for the appointment of Chairman to major shipping Conferences based in the Greater London area. The Chairman is responsible to the principals of member lines for all commercial, legal and administrative activities undertaken by the Conferences.

Candidates should have extensive commercial experience of major container trades, gained at a senior level either with a major shipping company or Conference office.

The successful candidate will require personal qualities above average for this demanding appointment, which will involve frequent overseas travel. A fluent knowledge of English is essential, together with a working knowledge of French and, eventually, other European languages.

The remuneration and benefit package will be for discussion and will reflect the importance of the appointment.

Applications, which will be treated in strict confidence, should be addressed to:

The Conferences Chairman, c/o The Roger Hughes Group, 43 Lower Belgrave Street, London SW1W 0LS, England.

THE DAVIS COMPANY LIMITED

Executive Recruitment & Selection

Territory Managers — Soviet Union and Turkey

c£20,000+car U.K. Based

Our client is a major international group of pharmaceutical and chemical companies with a group turnover in excess of \$1 billion per annum and an enviable growth record. Demanding opportunities currently exist for two senior sales and marketing professionals to develop the group's business in two major territories: The Soviet Union and Turkey.

The prime objective will be to analyse each market and its structure and to develop and implement strategies to exploit business opportunities. This will involve negotiating and promoting the business at the highest level.

To qualify for one of these senior positions you will need to demonstrate commercial achievement in

13/14 Dean Street, London W1V 5AH. Telephone: 01-437 3344

Please contact David Roberts on: 01-437 3344 and quote reference: D3618.

Accountancy Appointments

CHIEF INTERNAL AUDITOR

Age: 30 - 40

Up to £30,000 + car

London SE1

Sea Containers Ltd. is an established market leader in international container and container leasing with group assets of nearly one billion dollars. The Group is going through a period of rapid expansion in its traditional business and has also recently purchased all the share capital of Sealink UK Limited. An associated company, Seacor Inc., owns hotels and other leisure industry investments in this country and abroad.

They require a Chief Internal Auditor, who will report to the Senior Vice President - Finance to establish an Internal Audit Department for the Group. The main responsibilities will include managing operational audits involving major computerised systems and ensuring tight controls throughout the Group including Sealink UK Ltd and hotels.

Candidates should preferably be Chartered Accountants in the age range 30-40. They must have several years commercial internal audit experience at a senior level in a large company preferably in the hotel or cruise liner field. Operational audit experience in computerised systems is mandatory.

Please send a comprehensive career résumé, including salary history and day-time telephone number, quoting ref: 2208 to W.L. Tait, Executive Selection Division.

Touche Ross & Co.

Hill House 1 Little New Street London EC4A 3TR Tel: 01-353 8011



Ambitious Accountants

Assistant Tax Manager

Age 26-28 c.£20/23,000

For the regional office of a division of a major multinational company. Requirement is for a qualified accountant, either from the profession or industry, with some international tax exposure capable of developing to a Tax Manager or Controller appointment in approximately 18 months. Need not be a specialist but, must have affinity and mental approach required for international tax planning. Should possess strong personality and practical/commercial mind. Will involve up to 25 per cent overseas travel and a good working knowledge of French would be an advantage. Based London.

Financial Analyst

Age 24-26 c.£13,000 + Car

For a major 'household name' consumer company. Newly created appointment reporting to the Financial Planning Manager. Involvement in identification of new profitable areas of expansion, critical review and appraisal of operating results, production of budgets/forecasts of performance. Highly visible role providing significant exposure to operating management. Candidates should be graduate, recently qualified or finalist accountants with drive and enthusiasm. Based W. London.

Interested individuals should telephone or write enclosing a CV and a note of their salary to:

Peter Flannigan, Director, Financial Management Selection Limited, 21 Cork Street, London WIX HBB. (Tel: 01-439 6911)

Financial Controller

c.£18/20,000

For a small high-tech company forming part of a major multinational group. Reporting to the Group Controller, represents an outstanding opportunity for a young individual to gain overall responsibility for the maintenance and control of all financial functions of the business. High degree of exposure to operating management and exceptional promotional prospects for an ambitious, dynamic and flexible individual. Candidates must be qualified accountants. Previous experience of high-tech, electronics/engineering environment an advantage. Based Surrey/Hampshire border.

Young Accountants

Age 24-27

c.£14/16,000

For a major multinational group with operations throughout the world. A number of opportunities exist for individuals with financial accounting, taxation/accounting or management accounting backgrounds to join the regional supervisory offices of one of the key divisions of the group. Excellent opportunities and career opportunities can be anticipated in this extremely successful and internationally recognised group. Candidates should be qualified or finalists with high ambition and a strong personality. Based London.

Financial Management Selection

Financial Director Designate

CHARTERED ACCOUNTANT · AGED 28 TO 32 C.£15,000 PLUS BENEFITS · CITY OF LONDON

Our client is a rapidly expanding group involved in financial marketing, advertising and public relations with offices in the City of London. It is envisaged that the group will apply for admission to the Unlisted Securities Market in the near future.

A highly motivated Chartered Accountant with commercial experience is now required to take full charge of the group's accounting function. In addition to these responsibilities, the person concerned will be involved in the decision-making process and will be expected to make a significant contribution to the overall management of the group. Candidates, who are likely to be graduates, should have experience of computer-based systems and be prepared to work closely with a small team in a dynamic environment.

Please apply in writing, with details of your background and experience, to:

A. V. Melvin, FCA,
Hardcastle Burton, Old School,
The Common, Redbourn, Herts, AL3 7NG.

Computer Audit

Central London

Our client is one of the UK's most prestigious financial groups. As a major user of sophisticated computer facilities with a range of development projects in hand to cater for the size and diversity of its business and changing management requirements it offers an exceptional opportunity to develop and demonstrate computer audit expertise.

We are retained to strengthen the multi-discipline audit team by recruiting qualified accountants, preferably aged under 30, with relevant computer audit or systems consultancy experience.

Lloyd Management

125 High Holborn London WC1V 6QA Selection Consultants 01-405 3499

c.£16-18,000 + Benefits

Responsibilities will embrace review of new and existing systems, assessing computer security, controls and efficiency; developing further interrogation techniques and providing vital support to the operational auditors.

Future accounting and systems career opportunities are extensive and the highly competitive remuneration package includes a non-contributory pension and subsidised mortgage.

Contact David Tod BSc FCA
on 01-405 3499
quoting ref D/20/PF

Financial Accounting Manager

A Financial Accounting Manager, reporting to the Chief Accountant is required at Regional Headquarters in Edinburgh.

We are looking for a Manager [male or female] with a background of successful commercial experience who can demonstrate the ability to control and develop all financial operations within the Region. In addition to providing a Financial Accounting service, the operations include payroll, banking and payments to suppliers using an integrated on-line computer system.

A recognised accounting qualification, together with a proven record of at least five years' experience in Senior Management is essential. A degree in a related discipline would be added advantage.

The salary for this appointment will be within the range £17,291 - £19,671 per annum, with placing in accordance with experience and qualifications.

Application forms are available from: Director of Personnel, Scottish Gas, Granton House, 4 Marine Drive, Edinburgh EH5 1YB. Closing Date: 25th October 1984.

SCOTTISH GAS

1. حفظ الملف

2. إدخال الملف

3. إنشاء الملف

4. حفظ الملف

5. إدخال الملف

6. إنشاء الملف

7. حفظ الملف

8. إدخال الملف

9. إنشاء الملف

10. حفظ الملف

11. إدخال الملف

12. إنشاء الملف

13. حفظ الملف

14. إدخال الملف

15. إنشاء الملف

16. حفظ الملف

17. إدخال الملف

18. إنشاء الملف

19. حفظ الملف

20. إدخال الملف

21. إنشاء الملف

22. حفظ الملف

23. إدخال الملف

24. إنشاء الملف

25. حفظ الملف

26. إدخال الملف

27. إنشاء الملف

28. حفظ الملف

29. إدخال الملف

30. إنشاء الملف

31. حفظ الملف

32. إدخال الملف

33. إنشاء الملف

34. حفظ الملف

35. إدخال الملف

36. إنشاء الملف

37. حفظ الملف

38. إدخال الملف

39. إنشاء الملف

40. حفظ الملف

41. إدخال الملف

42. إنشاء الملف

43. حفظ الملف

44. إدخال الملف

45. إنشاء الملف

46. حفظ الملف

47. إدخال الملف

48. إنشاء الملف

49. حفظ الملف

50. إدخال الملف

51. إنشاء الملف

52. حفظ الملف

53. إدخال الملف

54. إنشاء الملف

55. حفظ الملف

56. إدخال الملف

57. إنشاء الملف

58. حفظ الملف

59. إدخال الملف

60. إنشاء الملف

61. حفظ الملف

62. إدخال الملف

63. إنشاء الملف

64. حفظ الملف

65. إدخال الملف

66. إنشاء الملف

67. حفظ الملف

68. إدخال الملف

69. إنشاء الملف

70. حفظ الملف

71. إدخال الملف

72. إنشاء الملف

73. حفظ الملف

74. إدخال الملف

75. إنشاء الملف

76. حفظ الملف

77. إدخال الملف

78. إنشاء الملف

79. حفظ الملف

80. إدخال الملف

81. إنشاء الملف

82. حفظ الملف

Financial Manager

Board Prospects

c.£17,000+car

Watford

This medium-sized company, part of a major US multinational and involved in the marketing and distribution of specialty products to industrial customers, is expanding and seeks to upgrade its management resources through the appointment of a Financial Manager. The successful candidate will report to the director of finance, who has a very broad range of responsibilities, and will have prospects of succeeding him in the short to medium term.

Candidates should be qualified accountants, with experience of accounting to US standards in a computerised environment. Drive, flexibility and

initiative are key personal requirements, as is the ability to make a substantial contribution to the direction of the business through the provision and interpretation of relevant management information.

Please write in confidence, enclosing career details and quoting reference 5223/L, to N.P. Halsey, Executive Selection Division, Peat Marwick, Mitchell & Co., 165 Queen Victoria St, Blackfriars, London EC4V 3PD.

PEAT MARWICK

Financial Specialists

Currently seeking £15,000-£30,000

The Executive Division of Michael Page Partnership specialises in the recruitment of senior financial executives for appointments in the Banking, Industrial and Commercial sectors.

We are continually seeking high-calibre qualified accountants of outstanding ability and achievement, to take up senior financial management appointments in the medium to long-term. Candidates will have the necessary personal qualities, professional expertise and experience to make a significant contribution to corporate operations at a senior level.

Interested applicants should write in complete confidence to Nigel Bates FCA, Executive Division, enclosing a comprehensive curriculum vitae, quoting ref 159, at 31 Southampton Row, London WC1B 5HY.



Michael Page Partnership

International Recruitment Consultants

London New York Bristol

Birmingham Manchester Leeds Glasgow

Senior Financial Manager

Accountancy Appointments

Chief Accountant International Banking

City

Our client is a subsidiary of a leading Northern European banking institution. A strong capital base supports a well balanced loan portfolio. Current expansion of the bank's range of business calls for a strengthening of its finance department. Reporting to the finance and administration manager, the appointee will have full responsibility for accounts, reconciliations, controls, budget and balance sheet preparations and Bank of England returns. A significant contribution to the development of EDP systems will also be called for.

Candidates, 27-34, should be qualified

c. £17,500

accountants with at least two years experience in a financial services environment. Previous experience in implementing computerised systems would be well regarded.

Please reply, in confidence, enclosing career details and quoting reference 5038/L, to M.R.P. Blanckenhagen, Executive Selection Division, Peat, Marwick, Mitchell & Co., 165 Queen Victoria Street, Blackfriars, London EC4V 3PD.



Private Patients Plan is one of the leading medical insurance companies in the country. As a result of recent growth we now have the following vacancy at our group headquarters in Tunbridge Wells:

SYSTEMS ACCOUNTANT

c. £15,500 + Car

This is a new management position for a systems accounting specialist who will be expected to take responsibility for ensuring that all financial company systems meet appropriate standards of design with regard to best accountancy practice. The successful candidate will have had considerable experience in the development and implementation of computerised accounting systems, preferably within an insurance or other financial organisation.

Preference will be given to graduates in their early 30s who are technically up-to-date and have a strong personal ability to communicate with management, technical specialists and staff.

The salary for this position will be negotiable around the figure quoted dependent on experience and ability. The appointment commands a comprehensive benefits package which includes maternity and contributory pension and life assurance schemes. Relocation assistance will be provided if appropriate.

Please write or telephone for an application form and job description to Mrs Eileen Millman, Personnel Officer.

Private Patients Plan
Eynsham House, Crescent Road, Tunbridge Wells, Kent TN1 2PL
Telephone: Tunbridge Wells 40111

SOLE PRACTITIONER with attractive May Fair Office seeks youngish C.A. with all round experience to operate the practice. Brief location and details to Box A-8749, Financial Times, 10, Cannon Street, London EC4P 4BY.

FINANCIAL DIRECTOR (DESIGNATE)

up to £18,000 + car + significant benefits

Our clients are nationally and internationally famous as high quality seed producers and plant breeders for the agricultural and horticultural industries. These markets are undergoing both rapid technical and commercial change.

Based in the Eastern Counties the Financial Director (Designate) will report directly to the Managing Director. He/she will be a member of a progressive management team and will have proven ability to manage an active finance, treasury and accounting function.

The immediate tasks are to maintain and develop information and control systems using and extending the in-house computer, meet tight deadlines and visibly contribute to the business overall. This is a near 'green-field' situation which requires application and creativity.

Lunan

International Management Selection Division

Lunan International Limited,
172 London Road,
Guildford, Surrey GU1 1XR.

Standard Chartered FINANCIAL MANAGEMENT

City of London

From £13,000 + Bank Benefits

Standard Chartered is Britain's largest independent international bank, with gross assets of approximately £29 billion and more than 2000 offices in 60 countries.

In line with the bank's forward strategy, they are now seeking to strengthen their Head Office financial team in London by two new appointments. The successful candidates will gain valuable overall experience within a wide range of financial analysis and group reporting.

Candidates for these appointments will be newly qualified graduate Chartered Accountants, who are seeking to move from Public Practice into international banking and finance. These positions also offer excellent prospects for career progression.

Written applications enclosing career details to date, in the strictest confidence, should be addressed to Robert N Collier or Neil Gillespie at our London address quoting reference number 4798.

410 Strand, London WC2R 0NS. Tel: 01-836 9501.
26 West Nile Street, Glasgow G1 2PF. Tel: 041-226 3101.
113/115 George Street, Edinburgh EH2 4PL. Tel: 031-225 7744.
Brook House, 77 Grosvenor Street,
Manchester M2 2EE. Tel: 061-236 1553.

DOUGLAS LLAMBIAS
Douglas Llambias Associates Limited
Accountancy & Management
Recruitment Consultants



FINANCIAL CONTROLLER AGE: 30-40 UP TO £19,000 + CAR Redhill, Surrey

Foxboro Great Britain Limited, a subsidiary of the Foxboro Company, a major U.S. Corporation, provides the process industries with a comprehensive range of products, including electronic and pneumatic instruments and control systems. They also offer extensive engineering services, education and training, and post-sale technical support. The turnover in the U.K. is around \$35 million.

They require a Financial Controller, who will report to the Managing Director. The position will carry full responsibility for all financial matters including day to day management of the accounting department, preparation of computerised management information, the review and implementation of new systems, tax matters, the Treasury function, and play an active role in the management team.

Applications are invited from qualified accountants with 3-5 years industrial experience and preferably in the age range 30-40 years. As Foxboro is widely computerised, experience with a similarly automated U.S.A. multinational is desirable.

Please send a comprehensive career résumé, including salary history and day-time telephone number, quoting ref: 2210, to W.L. Tait, Executive Selection Division.

Touche Ross & Co.

Hill House, 1 Little New Street, London EC4A 3TR. Tel: 01-353 8011.



Project Accountants

Major Manufacturing Group, Yorkshire
c. £17,000 p.a.
+ car

A major manufacturing group located mainly in Yorkshire but with significant operating units in Gloucestershire, Scotland and other parts of the country is seeking to establish a small team of project accountants.

The group, which is successful and profitable, is embarking upon a major computerisation project across all its operations. This offers the opportunity of outstanding systems development experience with considerable interest and challenge immediately and the longer term prospect of either a line management or a central accounting role when the project is complete.

Some practical experience of developing and introducing computer-based systems in a manufacturing environment, a professional accountancy qualification, the ability to communicate at all levels, energy, enthusiasm and high mobility (although it may not be necessary to move house) are the essential requirements for these positions.

Interested candidates (aged 28-35) should write in confidence with brief career details, quoting reference L-422 to Mr. R. A. Higginson, Executive Selection Division, Peat, Marwick, Mitchell & Co., Airedale House, Albion Street, Leeds LS1 5TY.

PEAT MARWICK

Group Financial Director (Deputy Chairman Designate)

East Midlands

From £30,000+neg. profit share

Our client is a family-owned company manufacturing and marketing prestigious consumer products with a turnover approaching £30m. There are excellent opportunities for expansion in the existing product areas and ample financial resources for diversification.

As well as being responsible to the Chairman for the whole financial function, the successful candidate will make a creative, numerate and methodical contribution to the general management of the company. Success in this role will lead to appointment as Deputy Chairman, thus enabling the Chairman to devote an increasing amount of time to his other interests.

Candidates will be under 45 and their professional qualifications, personality and track record will provide clear evidence of their ability to play a leading part in the future management of a successful and expanding company. Experience in a relevant manufacturing environment would be valuable.

There is a flexible approach to remuneration and the package agreed will reflect the importance of the appointment. Please write in strict confidence with a full CV, details of current remuneration and how you feel you match the requirements of the post to **Randall Cooke, Director, Kynaston International, Edman House, 17/19 Maddox Street, London, W1R 0EY. Telephone: 01-629 5727.**

KYNASTON INTERNATIONAL

Financial Controller

North West

c£17,000 + car

Our client is a highly profitable £60 million turnover engineering subsidiary of a major UK group. They have grown dramatically in the recent past, both organically and by acquisition, and it is envisaged that this trend will continue. They wish to appoint a Financial Controller, who will be responsible for the overall control of the finance and associated D.P. functions for the company's four divisions. The financial control of the diverse and technically complex product base will require a broad range of skills, including standard and contract costing, micro-based financial modelling, capital/investment appraisal, management and statutory accounting, etc., using sophisticated computer-based systems which require further development.

The successful candidate will be a qualified accountant, aged 33+, who can demonstrate an excellent technical background in an engineering environment, coupled with the enthusiasm and communicative skills required to make a significant contribution to the financial management of the company.

Comprehensive relocation facilities are available where appropriate. Interested applicants should contact Alan Dickinson, quoting ref. 6989 on 061 228 0396, at Michael Page Partnership, Faulkner House, Faulkner Street, Manchester M1 4DY.



Michael Page Partnership
International Recruitment Consultants
London New York Bristol
Birmingham Manchester Leeds Glasgow

Financial Planning Manager

Age 28-32

West London

c£19/20,000 + Car

Our client is the UK division of a 'household name' consumer services company and part of a major US multi-national diversified consumer products group.

The Company is seeking a dynamic and commercially minded young accountant to assume control of its financial planning and analysis function, owing to promotion of the previous incumbent.

Reporting to the Financial Director and working through 4 staff, this individual will be responsible for the preparation of annual and long-term budgets in conjunction with operating management, the production of forecasts of performance, the critical appraisal of UK operating results, the provision of financial input to marketing decisions and assisting the Company in achieving cost control through highlighting adverse trends and recommending corrective action, as well as proposing and implementing profit improvement plans.

The appointment provides for high exposure to operating management and there is a requirement to maintain a very visible presence both at headquarters and in the field. Promotion to Controller or Financial Director within this Company, either in the UK or one of its European operations, is a strong possibility within 2 to 3 years; excellent career opportunities also exist within the wider group.

Candidates will be qualified accountants and likely to be currently working in a planning or senior analytical capacity, probably with a fmnc company background, and will have had exposure to aggressive tight reporting deadlines. A strong personality is required, combined with good communication skills in order to promote his/her ideas.

Interested individuals should telephone or write enclosing a CV and a note of their salary to:

Harry Chrysaphes, Director, Financial Management Selection Limited, 21 Cork Street, London W1X 1HB. (Tel: 01-439 6911)

Financial Management Selection

FINANCIAL DIRECTOR

DESIGNATE**KENLEY - SURREY**

Quantel and Micro Consultants Limited—the world's leading high technology and electronic companies specialising in broadcast equipment and computer image processing—are seeking a high calibre Accountant with the talent and potential to assume responsibility for the overall finance and accounting activities, allowing the current Finance Director to become fully involved with the parent plc corporate affairs.

The companies already enjoy a highly developed computerised financial management system and therefore, the successful candidate will have a proven track record of first class financial control in a high capital value manufacturing environment with experience of foreign currency and export matters, and a background of liaising with the financial institutions.

A competitive remuneration package is offered, with the opportunity to travel to the companies' overseas subsidiaries and a home base in an attractive setting in rural Kenley.

Please apply in the first instance by forwarding your cv, to:

The Personnel Officer, Micro Consultants Group,
17, West Mills, Newbury, Berkshire.
Tel: Newbury (0635) 48222.

MC MICRO CONSULTANTS GROUP



Accountancy Appointments

Finance Director High Technology C.£30,000 + Car

This company is an autonomous subsidiary (I/o £50m) of an electronics and high technology engineering group which has one of the best sustained high growth records in British industry.

They now wish to recruit an outstanding finance executive as Finance Director to be responsible for all aspects of financial control and accounting, systems, contracts and procurement.

Applicants should have the management experience to control this broad range of functions coupled with the business analytical and conceptual thinking capabilities to make a full contribution at Board level. Previous experience at director or controller level in a comparable manufacturing business is essential.

The position will be based in the South Midlands. Age guideline 35-45.

Please apply in confidence, quoting ref. L137, to:

Mason & Nurse
Selection & Search

Brian H Mason, Mason & Nurse Associates,
1 Lancaster Place, Strand, London WC2E 7EB.
Tel: 01-240 7805.

International Internal Audit OIL INDUSTRY : LONDON BASED

Conoco is one of the world's leading energy companies and part of Du Pont, a unique natural resources/high technology enterprise ranking amongst the 10 largest industrial corporations in the world.

Expansion in major project activity has created an attractive opportunity for an experienced audit professional to join our internal audit division covering upstream operations.

The work of this division is wide ranging and major activities typically include: evaluating systems of internal control, both manual and EDP; special projects/investigations; financial and operational audits; contract administration reviews; reviews of construction and joint venture projects.

Although based at Conoco's Central London headquarters, the post will involve a considerable amount of extended travel (in excess of 60%), in Northern Europe, Africa, the Middle East and Far East.



The Energy Company

Financial Director

A major manufacturing company, based in the North West, is expanding by growth and acquisition. Markets are being extended to export territories and production facilities have been improved by considerable investment into computer aided techniques.

A Financial Director is to be appointed to take complete responsibility for all financial aspects of the business and will assist the Managing Director in ensuring that correct financial decisions are made to achieve targets.

It is essential to be a qualified accountant with considerable experience at a senior level, preferably in an engineering orientated company using computerised systems.

Initial remuneration will be up to £20,000 plus car and other benefits. Candidates, of either sex, please apply for an application form, quoting reference 68533, to Mrs L Owen, Knight Wendling Limited, St Christopher House, 217 Wellington Road South, Stockport, Cheshire, SK2 6LT. Telephone: 061-477 8585.



Management Consultants and Consulting Engineers
London - Stockport (Greater Manchester) - Glasgow
Zurich - Dusseldorf - Madrid - Paris - Stockholm - Vienna - Chicago

Hoggett Bowers

Executive Search and Selection Consultants
BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE and SHEFFIELD

Financial Director Designate

High Growth Company
Humberstone, to £20,000 + car + relocation

Rarely has there been an opportunity like this; equally the person we are seeking will have a rare combination of financial management skills and personal drive. The client is a multi-product manufacturing and marketing company which has established an operation employing 200+ with a turnover in excess of £10m within a period of less than 4 years. Its Directors are young entrepreneurs of the highest order who now seek a highly skilled executive to control their finance function and become totally involved in their growth and development plans which include acquisitions, leading ultimately to the client becoming a public company. Aged 30-40, candidates should be ACA's with line management experience in either manufacturing or marketing biased companies. Experience in consumer durables would be useful and it is imperative that you are appreciative of the broader demands of general management. The prospects are exceptional.

P.A. Adderley, Ref: 11595/FT. Male or female candidates should telephone in confidence for a Personal History Form 0532-448661, Minerva House, East Parade, LEEDS, LS1 5RX.

ACCOUNTANTS

Resland Associates are long established Accountancy Recruitment Consultants for the Thames Valley area. Currently we are actively seeking applicants for the following posts:

FINANCIAL ACCOUNTANT—WILTSHIRE c. £13,000+ CAR

Our client, a subsidiary of a public company and a leading manufacturer of plastic pipes and fittings, annual turnover approaching £50m, seeks a financial accountant based at their new administration offices and reporting to the Financial Director.

Responsibilities will include preparation of monthly accounts, year end consolidation of results and submission of reports to local Directors and to the parent company.

Most of the firm's accounting systems are computer based.

Applicants will be expected to make a constructive contribution towards maintaining and updating systems and procedures.

Applicants are sought aged preferably 25-40 with some industrial accounting experience in a managerial capacity and a sound knowledge of computer systems.

FINANCIAL ACCOUNTANT—BERKSHIRE c. £10,000

Our client, a subsidiary of a public company and a market leader in the textile industry with an annual turnover in excess of £20m, is seeking a financial accountant.

An experienced financial accountant in industry and will head a small accounts team. Responsibilities include preparation of monthly management and financial accounts and company budgets.

Computer experience is an advantage but not essential.

To apply for the above positions or to join our confidential register,

please send your cv to, or request an application form from:

REALAND ASSOCIATES, ACCOUNTANT SEARCH AND SELECTION, HIGH STREET, RANSBURY, WILTS SN8 2QP.

TEL: 0672 20459

Merchant Bank Project Accountant

£14,000 neg.

We or our clients are investigating and developing processes for presentation to Senior Management, and will also be involved in their subsequent implementation.

Candidates will be recently qualified and have gained experience either in bank audit or mainstream banking. Age 24/25.

For further details please call

MIKE BLUNDELL JONES

on 01-236 1113 (24 hours)

PORTMAN RECRUITMENT SERVICES

We are the U.K. subsidiary of Phillips Petroleum, the major U.S. international oil company. Recent promotions from and expansions within our audit and investigations group have resulted in the excellent opportunity for Chartered Accountants. A sound knowledge of investigation techniques, a practical approach to control problems, supervisory potential, and a desire to eventually become extremely well versed in D.P. related security problems are the main qualifications.

Reporting administratively to the Audit Manager you would be involved in modern, computerised audits and investigations in areas of oil exploration, petroleum production and many of our other manufacturing and selling organisations throughout Europe. Training in petroleum engineering, further languages and computer auditing beyond C.I.S.A. will be encouraged.

The range of activities envisaged, allied to contact with senior management, should provide considerable opportunity for career development, either in line management or other positions in any of the Group companies. Additionally, the diverse nature of multinational petroleum related organisations is ideal for developing experience suitable for a broad range of other commercial and industrial companies.

If you are aged between 26 and 34, have a minimum of 4 years' recent auditing experience, a very good knowledge of other languages and are prepared to spend up to 60% of your time overseas, then we would be happy to discuss, on a highly confidential basis, the possibility of your joining us.

Explore the auditing requirements of Oil

Phillips Petroleum

The Performance Company



Taxation Manager

Epsom, Surrey

Petrofina (UK) Limited, a subsidiary of Petrofina S.A., the largest public company in Belgium, has interests in all major oil related fields through its UK group of companies.

The company is seeking to appoint an experienced tax specialist with the following attributes:

- * Preferably ACA and/or ATII with at least 4 years UK tax specialist experience, although graduates of other disciplines who meet all technical requirements should not be discouraged from applying.
- * The enthusiasm and communicative ability to manage the tax section and assist in the training of junior staff.

The role will involve the provision of expertise in all tax areas for the Petrofina (UK) Group often working to tight deadlines. Emphasis will be placed on the individual's ability to run, on a day-to-day basis, the tax section and, in addition, provide practical solutions to tax problems that will meet with the acceptance of the Revenue. The successful candidate will report to the Manager, Taxation and Audit, but tax planning and organisation will involve close liaison with Petrofina S.A. in Belgium.

A competitive salary is offered plus the usual large company benefits.

Interested applicants should contact Lindsay Sugden, ACA, Taxation Division on 01-405 0442 or write to her at 31 Southampton Row, London WC1B 5HY.



Michael Page Partnership

International Recruitment Consultants

London New York Bristol

Birmingham Manchester Leeds Glasgow

LOTHIAN REGIONAL COUNCIL

(Re-advertisement)

Director of Finance

Salary c.£29,000 (under review)

Lothian Regional Council is the second largest local authority in Scotland and has a budget of over £500m. The Director of Finance will administer the statutory financial affairs of the Council and will advise the Chief Executive and Members on the financial aspects of policies framed by the Council. The successful candidate will be expected to work in close harmony with the Council's Service and Support Directors and to make a major contribution to the corporate working practices within the administration.

This post demands a qualified Accountant with substantial experience of public sector

finance. The top management arrangements across the administration are currently under review by Management Consultants and the Regional Council is particularly interested in candidates who are equipped to play a leadership role in the application of modern accounting methods.

Further details can be obtained from the Chief Executive, Lothian Regional Council, George IV Bridge, Edinburgh EH1 1UQ. Tel: 031-229 9292, Ext 2359. Applications should be sent by Friday 12th October, 1984.

FINANCIAL CONTROLLER PROPERTY DEVELOPMENT

East Anglia

• Our client, soundly financed and managed by principals with a success record in the industry, is moving ahead rapidly in a specialised property market from a present turnover of c. £10M. Plans are for extraordinary growth and development for the future.

• To join a small but highly specialised management team, now sought is a qualified accountant, aged 28-40, preferably familiar with financial and management accounting controls and systems in a fast moving, commercial, multi-contract environment.

• Benefits include a negotiated contribution to relocation expenses where appropriate.

• Candidates, male or female, please telephone Lyn Staines, Recruitment Secretary, on 0753 677175 (24 hour confidential reply service) or write to 31 Consultants Limited, 5 Victoria Street, Windsor, Berkshire SL4 1EZ, for further details and an application form, quoting DB/510.

Investors in Industry Consultants Limited
Recruitment Division

GROUP FINANCIAL CONTROLLER

(Financial Director Designate)

Fast-growing, acquisitive, public group, T/O c. £20m, engineering/oil services contractor.

Reporting to group M.D. you will control entire group financial function — reporting/forecasting/planning — D.P. systems — cash management — tax planning — acquisition analysis assistance.

Qualified accountant/MBA — c. 35 — west country — c. £25k + car.

Write Box A.8765, Financial Times
10 Cannon Street, London EC4P 4BY

Judith Liss

Accountancy Appointments

Group Financial Accountant c£18,000 p.a.

This client is a large UK based multinational with a turnover of £2 billion and a head office based in Central London.

They now wish to appoint a Group Financial Accountant who will be responsible for the plc public reporting; preparation of related Board reports; managing the computerised consolidation; advising UK and overseas units on accounting policies; and monitoring SSAP's, company legislation and S.E. requirements. There is a small department to manage.

Candidates should be Chartered Accountants with large audit firm training and several years relevant post qualification experience in another large group or at supervisory level in the profession. Age guideline 27-30.

Please apply in confidence, quoting ref. L 138, to:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place
Strand
London WC2E 7EB
Tel: 01 240 7805

Mason & Nurse
Selection & Search

ACCOUNTANCY APPOINTMENTS

APPEAR EVERY
THURSDAY

RATE £34.50
per single column
centimetre

Group Financial Controller

WHERE FIGURES COUNT

Creativity, receptiveness to new ideas and the ability to make quick decisions has enabled this privately owned British Group to substantially expand its business activities.

They are now involved in a diverse range of services and retail businesses and total group turnover is around £40 million.

As Group Financial Controller you will be fully responsible for the finance function. Key duties include managing and coordinating the activities of 35 staff, ensuring that accurate financial and management information is produced and contributing to the development of computerised systems.

To apply, ring, or preferably write, enclosing a cv, to Barbara Lord of Cripps, Sears and Associates Limited, Personnel Management Consultants, 88/89 High Holborn, London, WC1V 6LH. Telephone 01-404 5701.

Cripps, Sears

(Recruitment Consultants)

Chief Accountant

Nr. Acton £18,000
Our client is one of the UK's most prestigious engineering groups. Due to group restructuring there arises a need for a qualified accountant (28-40) who has held a similar position either within a manufacturing or FMCG organisation. Experience of systems development would be a distinct advantage. (GS 7900)

Snr. Management Accountants

Nr. Woking £17,000 + Car
A leading US multinational seeks to recruit two ambitious qualified accountants (24-35). Duties include review and analysis of business plans and new product proposals. Experience acquired within high technology/manufacturing/engineering industry would be an advantage. Full relocation expenses will be considered. (KDH 7901)

Management Accountants

Slough & Wembley £15,500
A highly successful multinational group seeks two qualified accountants/finalists (23-35). These challenging positions offer outstanding scope for continued career development. The work involves systems development, cost accounting function and production of monthly accounts. Full relocation expenses will be paid. (SR 8334)

Project Accountant

Central Herts to £14,000 + Car
Continued expansion has created this demanding position within a profitable retail organisation. Reporting to the Financial Controller, you will be responsible for projects on an ad hoc basis, cost-saving ventures and preparation of timely reports. The group offers excellent career prospects and full relocation. (SR7624)

PLEASE RING FOR FURTHER DETAILS

Deboo Executive

19/21 Wilson Street, London EC2M 2TA. Telephone: 01-626 2714

Hoggett Bowers

Executive Search and Selection Consultants

BERMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE and SHEFFIELD

Finance Director Designate

North Bucks, c£18,000 + car

For a profitably expanding market orientated company, part of a dynamic quoted group. The company manufactures and markets high technology instrumentation and process control equipment, has an excellent reputation for design, quality and creativity and is growing fast particularly in North America from a strong financial base. Internal promotion outside finance creates the need for a commercially orientated accountant who will have a major input to the overall running of the business, with full accountability for finance and particular emphasis on manufacturing cost optimisation, management reporting, period and statutory accounting and computer systems development. High profile qualified accountants 28-35 must be experienced at a senior level in financial control and management accounting in a multi product, light engineering batch manufacturing company which exports significantly. Potential to develop beyond the role, preparedness to travel internationally and familiarity with high technology products would be fully utilised. Excellent benefits include full relocation help and a board appointment is envisaged within 12 months.

G.T. Walker. Ref: 42551/FT. Male or female candidates should telephone in confidence for a Personal History Form 0632-327455, 4 Mosley Street, NEWCASTLE-UPON-TYNE, NE1 1DE.

SENIOR ACCOUNTANT

SWINDON neg. to £15,000
Our client is in the microchip industry and on target to increase annual turnover by no less than 40% in the current financial year! Due to PROMOTION, a dynamic young ACA/ACCA or equivalent, preferably with TOP TEN U.K. PROFESSIONAL CO. experience and/or 2-3 years' industrial experience, is now required.

In charge of 3 staff, the successful candidate will have a KEY ROLE to play in accounting for the INTERNATIONAL DIVISION's sales to EUROPE and purchases from the USA. In terms of multi-currency transaction recording, experience of FASB 52 and/or GAAP (both U.S. accounting standards) would be IDEAL.

Contact GEORGE MAXWELL

CORPORATE FINANCE

LONDON EC1 ACA's neg. to £15,000 + car
Our client is an old established British leisure group with c. £1,200m turnover worldwide, 20% of which relates to recent acquisitions in the U.S. and overseas. Fast international expansion has focussed on the need for ACCOUNTANTS who are more than a bit special.

Graduate ACA's aged 23-28 who are excellent communicators with an appetite for hard work, have engaging personalities and a positive mental attitude to business, are sought. These are ideal positions for recently qualified ACA's trained by the TOP TEN U.K. PROFESSIONAL FIRMS as successful candidates will be supported by a small staff.

GEORGE D. MAXWELL, Managing Director,
ACCOUNTANCY APPOINTMENTS
EUROPE

1-3 Mortimer Street, London W1
Tel: 01-580 7695/7739 (direct) or
01-637 5277 ext 281/282



NEW EUROPEAN BANK

Experienced Accountant

Must be familiar with Rec's and B of E Returns, preferably conversant with Midas System and all commercial accounts. Circ. around £14,000. Excellent perks, i.e. mortgage facilities, season ticket loan, luncheon vouchers BUPA scheme, pension scheme. Excellent opportunity for right person to get in at beginning of this up-and-coming bank.

CALL BARRY
01-734 1121

CHELCOM—RECRUITMENT CONSULTANTS

Finance Director (Designate)

c£20,000 + car
(plus substantial review
on final appointment)

Our client is a £ multi-million turnover specialist process manufacturing subsidiary of a major US multi-national. They wish to recruit a Finance Director (Designate) who will be appointed to Director level by end 1985. Apart from responsibility for the finance functions both in the UK and at several overseas locations, the Finance Director is required to play a significant part in the overall management of the business, with particular emphasis on strategic planning and the profitable development of the business, investment and acquisition appraisals, development of management information systems and the motivation of a team of 80 staff. The successful candidate will be a qualified accountant of graduate intellect, who can demonstrate the managerial experience, technical expertise, personal presence and communicative abilities required to make an immediate impact at senior level within a major company. Age indicator: 35+.

Comprehensive relocation facilities are available where appropriate. Interested applicants should contact Alan Dickinson, quoting ref. 6992 on 061-228 0396 at Michael Page Partnership, Faulkner House, Faulkner Street, Manchester M1 4DY.



Michael Page Partnership
International Recruitment Consultants
London New York Bristol
Birmingham Manchester Leeds Glasgow

Group Financial Director

to £30,000 + car

A quoted group of diversified engineering companies with a solid profit record requires a Financial Director to be based at headquarters to the west of London. A significant part of production is destined for aviation and the MOD and much of the group has been re-equipped with the most up-to-date machine tools. The Financial Director will be responsible to the Chairman and to the Board collectively for the quality and timeliness of financial and management information throughout the group. He or she will develop relations with the banks, auditors and tax

advisors, and will guide the Board on matters relating to funding and acquisitions. Candidates, probably aged 35-45, should be qualified accountants with a background in manufacturing industry and some familiarity with the City. A sound knowledge of EDP and costing, particularly for MOD purposes, is mandatory. Salary is negotiable between £25,000 and £30,000 plus car. Some travelling, mostly in the UK, will be required.



Please send brief cv, in confidence, to
JJ Jennings, Ref: AA34/8890/FT.

PA Personnel Services

Hyde Park House, 60a Knightsbridge, London SW1X 7LE.
Tel: 01-235 6060 Telex: 27874

CHIEF ACCOUNTANT

Foreign Exchange & Money Market Operations

Our Client, the London based dealing operation which forms part of a significant and distinguished multi-national trading organisation, seeks a qualified Accountant to assume control of the financial aspects of all trading activities, in addition to the normal accounting functions.

Candidates, probably in their late 20's/mid 30's, will be Chartered Accountants with previous responsibility for fx and money market accounting acquired from within an active international bank. Experience of cash instruments, financial futures and currency options would be particularly advantageous.

This can be seen to represent a challenging and highly attractive opportunity for a self-starter who relishes a close involvement in the international currency markets, and will be rewarded by a competitive salary and traditional City benefits.

Contact Norman Philpot as advisor to the Company
on 01-248 3812

NPA Recruitment Services Ltd

60 Cheapside · London EC2 · Telephone 01-248 3812 3 4 5

Management Consultants · Executive Search

Chartered Accountant

Near Wrexham

Circa £18,000

A rapidly expanding manufacturing company offers an exceptional opportunity for an experienced Chartered Accountant to join its top management team. The company is in the forefront of its field and continues to show an impressive growth record.

The successful candidate will be responsible to the Financial Director for the whole of the accounting function in the UK and there will be some involvement in the company's operations in Europe. Impressive experience, preferably in a capital intensive manufacturing company is expected. The position requires the ability to control and motivate an account department in a time sensitive environment and to produce and maintain management information. The salary is negotiable in the region of £18,000 per annum and there will be assistance with relocation expenses to a very pleasant area. The preferred age bracket is 30 to 45. Candidates should send a comprehensive C.V. to ANNE CAMPBELL, or telephone her on 01-281 3070 for a confidential summary form.

Spicer and Pegler Associates, Executive Selection, 56-60 St. Mary Axe, London EC3A 8BJ.

Spicer and Pegler Associates

Management Services

Robert Jay Associates

SENIOR ACCOUNTANT SW1 UP TO £17,000 P.A.

Young ambitious Qualified Accountant required by major oil company to supervise department in the financial accounts division. Applicant must have worked for at least two years in the oil industry and have extensive experience of financial/accounting accounts and staff control. Ref: 6923.

CHIEF ACCOUNTANT SW1 LONDON UP TO £16,000 P.A.

Large construction company are seeking to appoint a Qualified CA/CMA/CCA to manage their accounts division. Reporting to the Finance Manager the Chief Accountant will be responsible for all accounting matters and it is essential that they have good communication and management skills and lots of experience. Ref: 6923.

ROBERT JAY ASSOCIATES
31 Fitzroy Square, W1P 5HH
Tel: 01-388 7360

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY

Telegrams: Finantimo, London PS4. Telex: 8954871

Telephone: 01-248 8000

Thursday October 4 1984

EEC triumph postponed

ON MONDAY Mr Nigel Lawson, the Chancellor of the Exchequer, was claiming that the 10 European finance ministers had reached agreement on a programme for controlling Community expenditure which was a "very considerable triumph" for Britain. Since then it has become slightly clearer, first, that no agreement is yet secure in the bag, and second, that it falls rather short of a triumph for anybody. Nevertheless, some real progress on this long-contested issue has apparently been made, and it may yet be that it will be disposed of for the time being when the ministers meet again in three weeks' time.

The twin principles that in future there should be tighter budgetary discipline in general, and that farming should get a declining share of the total budget, were agreed in the most general terms at the Fontainebleau summit before the summer holidays. The problem then and now has been to convert these principles into clear texts, for it is the legal texts which will decide between vague aspirations and binding commitments.

It always seemed plausible, and it now seems probable, that there will be no one-and-for-all victory in the contest between the big spenders and the budget cutters. In future, farm ministers may be liable to be called to account by finance ministers in their take decisions which push spending over budget. But it is not yet clear that they would be forced, in that event, to revise their decisions, nor even that any of these budgetary constraints will be legally binding.

A milk-and-water outcome was always plausible, though the current lack of control over the costs of the farm policy is the unavoidable consequence of the way the policy is constructed, with its central instrument, the provision of open-ended price guarantees.

The old guard to Kinnock's rescue

THE BEST WAY of judging the defence debate at the Labour Party conference in Blackpool yesterday is to imagine the outside reaction if the result had gone the other way. Conference was debating a resolution calling for the closure of all American bases in this country. Up to the start there was apprehension that Mr James Callaghan, the former Prime Minister, and Mr Denis Healey, the party's foreign affairs spokesman, would be booed and hissed when they opposed it.

What happened was quite different. They were heard with respect, and even applauded. It was overwhelmingly agreed that the resolution should be remitted, as the party's National Executive had recommended. The party has taken a step back from isolationism and from becoming, on defence policy, an appendage to the Campaign for Nuclear Disarmament.

The thrust of the argument

A lady at last

SWITZERLAND HAS once more given evidence that it can move with the times, though frequently at a respectful distance. A joint session of the two houses of Parliament in Bern finally broke with tradition on Tuesday and elected a woman to the federal cabinet of seven members.

The reasons why Dr Elisabeth Kopp, a nominee of the right-of-centre Radical Democratic Party, succeeded where a year ago the Socialist, Dr Lilian Uchtenhagen, failed, are manifold and typical of the peculiarities of Swiss political life. Considerations of regional balance played an important part.

It seems probable that being a woman worked for, rather than against, Dr Kopp. Women's rights still arouse antagonism in the more conservative parts of Switzerland's thoroughly conservative society. Women received the vote in federal elections and referendums as recently as 1971. In a handful of cantons they still have no voice in local politics.

But a majority of the political classes some while ago had come to the conclusion that it was time for a woman to be allowed to climb to the top of the political tree. Dr Uchtenhagen, a year ago, proved too socialist for them. Dr Kopp, in spite of her environmental interests, proved safe enough for the non-Socialist majority.

Once the heat of battle has cooled down, the outcome is likely to cause relief all round. It has removed one reason for foreigners to point an accusing finger at Switzerland for being an anachronism.

JIM GEIER sounds like a starry-eyed entrepreneur promoting his fledgling hi-tech company.

"We have this marvellous opportunity," he enthuses from his modest office in a suburb of Cincinnati. "We are in the midst of two revolutions, one in materials and the other in manufacturing."

But Mr Geier is not a budding entrepreneur. He is the chairman of Cincinnati Milacron, the world's largest machine tool builder and a company whose future, at first glance, looks less brilliant than its past.

The machine tool industry has suffered a calamitous slump in the past two years as manufacturers everywhere have put off commitments to retool their production machinery. U.S. and European machine tool builders have also been reeling from a surge of Japanese competition and from a technological revolution that has made many standard machines suddenly obsolete.

Several once-famous names in the business, such as Brown and Sharpe and Warner and Swasey, have all but disappeared from the industry.

Milacron's machine tool sales have plunged from \$640m in 1981 to \$585m last year, and operating earnings on this business, which peaked at \$97m in 1981, were wiped out last year.

The group as a whole suffered its first loss in half a century in 1983 of \$10.3m on turnover of

\$559m.

But Mr Geier's enthusiasm is not as outlandish as it sounds.

Although the company has relied heavily on standard machines in the past, it is also at the leading edge of the new technology machines and systems, and makes its own electronic controls and robots. Last month it announced an agreement with IBM under which the IBM personal computer will be harnessed to some Milacron machine tools to simplify programming on the shop floor.

Milacron is also one of the top three U.S. makers of plastic moulding machines and is one of two machinery builders chosen by Boeing to build the carbon fibre composite tape laying machines for the next generation of aircraft.

Despite the collapse of its earnings in the past two years, there seems little doubt that the company will maintain its strong position in the fast moving field of sophisticated machinery.

Milacron is used to big swings in its fortunes and is admirably structured to cope with them. Net borrowings amounted to \$88.4m at the end of last year, only 26 per cent of shareholders' equity. More than half of the voting stock is owned by employees current or retired and by members of the founding families. The directors are clearly more interested in the long-term future of the company than in the next quarter's results.

"Financially, we can do what we want to," Mr Geier says. Capital spending has averaged \$38m in the past six years, nearly double the depreciation

rate. In addition, the company has been spending about 5 per cent of its revenue on research and development, last year amounting to \$30.3m.

Mr Geier talks excitedly about company development projects in lasers, plastics and other technologies, many shrewdly being carried out with potential users. He acknowledges that they could make some existing machine tools obsolete, but is unrepentant: "If we don't replace ourselves, someone else will," he shrugs.

Milacron has been busy replacing itself for over just over 100 years. The company started life as the Cincinnati Screw and Tap Company at the corner of Pearl and Plum streets in 1884. By the Second World War it was a national leader in machine tools, making a fortune equipping factories to turn out armaments.

In the 1950s, it recognises that plastics would replace metals in many applications and so started making machines to mould plastic resins. It turned out to be an excellent move, because demand for plastic machinery moves tightly in line with the consumer spending cycle, and usually in opposition to the capital goods cycle to which the machine tool business is attached.

In the early 1980s, when numerical controls were developed to guide machine tools, the company, by then called the Cincinnati Milling Machine Co, began making its own controls and now claims to be the largest maker of computer numerical controls in the U.S. Using the then new electronic controls, it also developed

a revolutionary "variable manufacturing system" that enabled the user to machine different parts on the same tools. At the time, there were no takers for such a concept as is now called flexible manufacturing (FMS) and is a major part of the revolution in factory automation.

An early foray into robots did not work either, but Milacron came back in the 1970s and is now the leading supplier of robots in the U.S. It also created a new corporate name in the 1970s, choosing Milacron from a number of proposals made by a computer.

The company got into office computers and semiconductors a few years ago, but soon realised it did not have the resources to compete. But

still has a highly profitable and fast-growing business making epitaxial silicon wafers for semiconductors.

More serious problems developed in the late 1970s when the main markets for machine tools—the aerospace, automotive, off-road vehicle and oil service industries—were difficult to beat.

Milacron's delivery times, in common with those of other U.S. builders, stretched out to two years. It was a situation the Japanese builders, who had moved ahead in the application of computer numerical control (CNC) technology, were quick to exploit. By 1982, the Japanese had 26 per cent share of the popular sizes of CNC lathes and machining centres in the U.S. market.

"The Japanese machines were inexpensive and reliable," says Mr Cliff Meyer, Milacron's president. "They have built up a network of confidence here and they are difficult to beat."

Mr Meyer admits that Milacron has some work to do to match the Japanese. To cut costs, factories have been closed, the workforce has been reduced and quality control has been improved. For example, the mean time between control failures on CNC machines has been halved to 5,000 hours.

"When we go head to head with the Japanese now, I think we are getting as many as we are losing," Mr Meyer says. In the battles in the contract for advanced manufacturing systems, including FMS, Milacron is winning many more

than it loses. It landed two of the three major FMS contracts awarded in the U.S. last year, and has picked up another two in the \$7m-\$10m range this year. Mr Meyer says about half the company's machine tool sales now are part of manufacturing systems which include robots or some other kind of automatic material handling procedure.

Some while ago, it looked as if the electrical equipment companies, such as General Electric and Westinghouse, would become leaders in the emerging factory automation business. But so far, the big machine tool companies—Milacron, Ingersoll Milling Machine and Cross & Trecker—have been making most of the running.

Westinghouse took the leadership of the U.S. robot industry two years ago when it acquired Unimation, but Milacron has since surpassed it, typically by a technological improvement. It began installing electric drives to replace the more troublesome and less precise hydraulic systems. The company now claims more than one-third of the \$250m annual sales. U.S. market is among the top three in the world in this fast-growing sector, alongside Fanuc of Japan and ASE of Sweden. Last year it began manufacturing robots in Japan for local distribution.

Milacron has spent heavily on developing its robot business and so has absorbed losses on it in all but one of the last 10 years. But the company takes a relaxed view because it considers robots to be an integral part of the Milacron heartbeat."

Mr George Rehfeldt, group vice-president, puts it this way: "It is not going to break out for another year or two," he says. "A lot depends on the dollar yen rate."

Similarly, in plastics machinery, the company has been a patient innovator even in tough times. Its major thrust is in automating the process of changing moulds, which can reduce the set-up time from three hours to two minutes. In the battle for the contract for advanced manufacturing systems, including FMS, Milacron is winning many more

It is difficult to predict how soon all these and other developments will pay off for Milacron. So far, the recovery from last year's trough is proving fairly slow. Sales in the first half of 1984 were up 22 per cent to \$310m and the company made a net profit of \$5.1m compared with a loss of \$9m in the first half of last year.

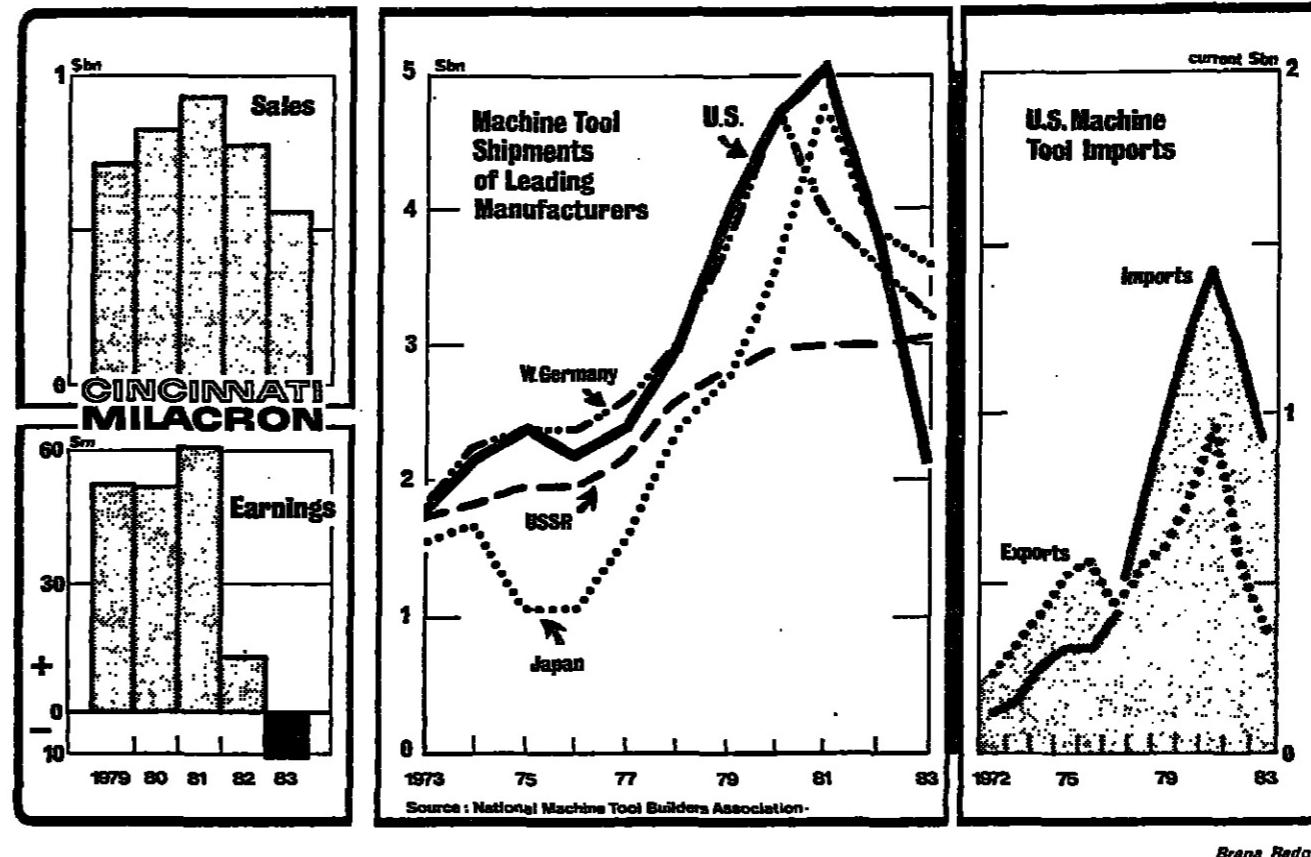
It is even difficult to predict the structure of the company in ten years' time. Mr Rehfeldt, for example, thinks the silicon materials activity will be bigger than one of the two machinery businesses within five years. But one thing is certain. The company will continue its tradition of innovation in machinery.

"We go where the problems are difficult," Mr Geier says. "And we don't want to change that."

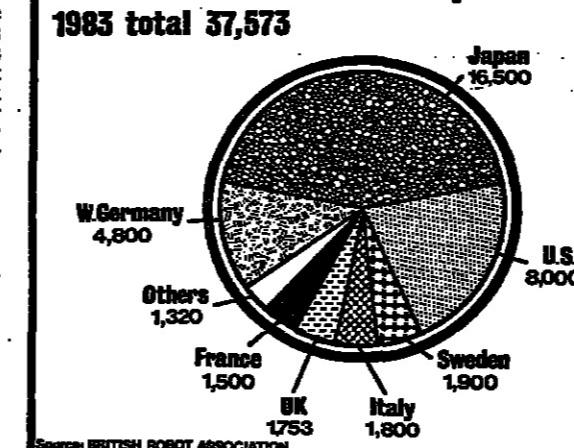
WORLD'S LARGEST MACHINE TOOL MAKER

Risks at the cutting edge

By Ian Rodger



World Industrial Robot Population



Mr James Geier, chairman of Cincinnati Milacron

Men and Matters

Square, London, where he (or his shade) seems to be resting on well-deserved laurels these days. Pheidippides denies he met Pan while jogging back to Athens. "It was while speeding on my outward journey to Sparta" he insists — and he should know.

Golden nuggets

Trouble is cooking in the fast food market. Last year McDonald's introduced its challenge to Kentucky Fried Chicken in the U.S. with a concoction called McNuggets. The crispy chicken bits have done so well in America that McDonald's now claims to be the world's second largest user of chicken after KFC.

Here in Britain, however, the Kentucky chain this month will be the first to introduce the crispy nuggets. Called Kentucky nuggets, they will sell at the enticing price of 99p for four pieces—plus sauce and chips.

"We're delighted to be beating them into this market," says John Barnes, head of KFC in the UK. "We're hoping to have a real challenge with them in our cities."

Over at McDonald's, an executive phlegmatically responded: "We haven't yet decided on our supplier in this country for chicken, so we cannot comment on the date of introduction or price of McNuggets in the UK."

McDonald's did vowsafe, however, that it now serves over 100 meals a day, and pointed out that is equivalent to serving lunch to the entire population of Australia and New Zealand.

However, government officials did not invite Paddy, a research worker with Kodak, who organised an experiment on the first mission last year of Spacelab, the orbiting laboratory built by the European Space Agency.

Paddy's poor standing with the Government may be connected with his criticism of the space station. He thinks that the project is doomed to failure and that the cash could be better spent on smaller scale scientific programmes.

The ideas of the Kodak worker have gone down only slightly in the Soviet Union. The Soviet Academy of Sciences invited Paddy to Moscow to speak on his scientific studies in space.

But at the last moment his request for a visa was turned down. Faced with the indignation of governments, our space worker has gone off on a terrestrial holiday instead.

Writing from the Institute of Classical Studies, Gordon

Counter measure

At Cannon Street Post Office, London, yesterday long queues waited at the four positions which were staffed for business. The remaining six positions were closed.

Prominently displayed over all 10 positions were stickers saying "Get more out of your Post Office."

"Not easy."

Observer

FULL GRANTS

For qualifying businesses

SKELMERSDALE

Corporation
Development
Skelmersdale
Industrial
Lancs. WN8 8AR
Telephone
32123

Skelmersdale
Development
Corporation

THE HIGH-FLYING season has opened again in Great George Street. The Autumn Statement, a mid-budget in plain language, is in preparation, and the rumours are ripe. Income tax on child allowances, VAT on books or food, or public transport, or indeed on everything else now taxed—these and other ideas are being circulated as the Chancellor's secret plan. It must be a jittery time for the credulous.

The first thing to grasp about these rumours is that they cannot, with very few exceptions, be true; the changes under discussion are not of a kind which can be introduced in the middle of a financial year.

Second, and more important, there is purpose in this rumour-mongering which has nothing at all to do with the Treasury's actual plans for taxation. The main item on the agenda at this time of year, after all, is public expenditure, not taxation. As Mr Peter Rees goes his thankless rounds of the spending departments, each dug in to defend its own irreducible minimum programme, it does no harm at all if his Minister has heard a well-informed rumour to the effect that if the totals cannot be brought within the White Paper targets, then something politically unthinkable may have to happen on the expenditure side.

It would be nice to be able to say that some of the rumours are self-evidently absurd, and so cannot be true; but here the honest commentator has to suspend his disbelief.

Take, for example, the rumour about imposing VAT on public transport. In a rational world, this could not be true.

Public transport is in virtually every case heavily subsidised—though in some cases more heavily than in others. Rationally, the fares should already be set at an optimum level. The imposition of VAT would either push us away from the optimal result, or it would have to be made good, pound for pound, in subsidy. Even in the sub-optimal world which we inhabit, it is not a proposal which would recommend itself to a sensible man. This does not mean, however, that it has not recommended itself to some official unable to see beyond the end of his long, quivering nose.

Indeed, VAT on public transport, which is silly, is probably a likelier runner than VAT on food, which could be quite sensible. It is all a matter of how the revenue is spent. A tax on food is by nature regressive—that is, it takes more from the poor proportionately than the rich, because the poor spend proportionately more on food.

However, this effect could be more than offset if the revenue were spent sufficiently progres-

Economic Viewpoint

Some not so new ideas for the Chancellor and the Fed

By Anthony Harris

sively; and there are signs that the Chancellor may have some of this kind in mind. He is worried by the fact that nobody seems to want the low-paid, low-tech jobs which have attracted so many millions in the U.S. to the great benefit of welfare spending. The reason is to be found in the well-known poverty trap: the fact that those in receipt of welfare benefits—despite the fact that the benefits are themselves meant by European standards—are often worse off in work than unemployed.

The answer is to increase income support in general, and make it all taxable—as a former Conservative Chancellor, the much-maligned Mr Anthony (now Lord) Barber recognised when he published a Green Paper proposing a negative income tax.

The trouble is that to provide worthwhile income support in this way—or for that matter through greatly increased child allowances, which is the more recent fashion—is very, very expensive. It requires the support of a major new source of revenue: The Chancellor, as we know, would like to find such a source in abolishing the tax allowance against mortgage interest, which wins high marks for economic perception—though not top marks. As Mr Enoch Powell has pointed out, it would be more logical, though less tidy, to restore Schedule A,

why it is in use in such diverse and far from socialist places as Australia (where it was introduced to finance the Sydney Harbour Bridge), Johannesburg, New York, California, and indeed its birthplace Philadelphia, where it was aggressively deployed to get the city centre redeveloped, by imposing a heavy annual cost on site hoarding.

It was nearly introduced in Britain, too. As a result of Mr George's propaganda, a Royal Commission was established to study the subject in 1895; it reported in favour. A few years later, Lloyd George proposed a modest land tax in his Budget; it was thrown out by the Tory landowners in the House of Lords.

Now Mrs Thatcher, like Mr Lawson, represents the Whig rather than the Tory tradition in the Conservative Party, so unless they are overwhelmed with gratitude to the errant lobby-fodder who enabled them to polish off Mr Ken Livingstone, they should be able to bring an open mind to this question. They should surely be attracted by the promise of revenue and the spur to enterprising development. Others might also be attracted by the idea that a land tax would provide a direct revenue return for effective public investment in the infrastructure. Not only that, but the effectiveness would be measured not by Whitehall, but by market forces.

It is absurd that a perfectly sensible idea should still be under the cloud of some overenthusiastic promotion a century ago. It is not a panacea, but it does have many of the merits claimed for it. That is

investment which raised land values would actually show a profit to the Treasury, which would alter the whole terms of the debate on public investment.

And now, as they used to say in the Monty Python programme, for something entirely different. In a recent article on the obstinate strength of the dollar, I suggested that one reason for both the high exchange rate and the high real interest rate was a world dollar shortage; but I concluded, rather lazily, that the evidence was hard to pin down. As a result of that, Mr Geoffrey Dennis of W. Greenwell and Co, the stockbrokers (and latterly, of the Bank for International Settlements) has shown me that some of the evidence is a good deal more accessible than I had supposed.

Before we come to the numbers, it is worth spelling out the underlying argument:

Monetary policy and credit policy are in theory, as Milton Friedman likes to put it, simply two sides of the same coin.

In a closed economy, and in the limited sense of measuring bank-intermediated credit, this will very nearly be true.

As a result, controlling some number known as the money supply is fairly indifferently known as monetary policy (currency usage) or credit control (Threadneedlepeak, 1971).

However, if some category of

money were completely overlooked in the statistics, the control would be likely to go astray; and in the case of the dollar, this seems to have been happening.

When a U.S. bank creates a dollar credit, the corresponding deposit may wind up in another U.S. bank's account, but it may not. It may wind up in a Euro-dollar account outside the U.S., or the dollars may be sold to a central bank to create a deposit in some quite different currency. Thus total dollar credit growth has its counterparts in the U.S. money supply, plus changes in non-bank Euro-dollar deposits, plus changes in foreign central bank holdings of dollars—some in the Euro-markets, some officially in the U.S. Steady growth of this grand total should correspond with fairly steady dollar conditions.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures. On the contrary, it shows a period of heavy expansion up to 1978, followed by a collapse after Mr Paul Volcker got a grip of things late in 1979.

Offshore dollar has been growing at a rate of more than 20 per cent in the heyday of "recycling" in the mid-70s (over 23 per cent between 1977 and 1978). This roughly halved in 1979, halved again in 1980, and reached a virtual standstill between 1980 and 1981. It is less surprising, then, that the dollar was highly inflated in 1978, halved in 1980, and has progressively strengthened as the international dollar squeeze has been imposed.

It is tempting to add this external dollar supply to the U.S. domestic money supply, and produce something which we might call the world dollar supply, which could be fed into a computer. We could then produce equations and forecasts, and some bold spirit will no doubt try to do so. However, there are some very awkward bridges to cross.

First, which measure of the U.S. money supply should we use? Our external total would add 56 per cent to U.S. M1, and then after the whole growth volume quite sensibly, but it would add only 11 per cent to M3, leaving the total little changed. Secondly, there is the problem of banks outside the BIS reporting system, where the figures contain much guesswork. There are also some technical problems of double counting. At this stage of research, I can only repeat: the Fed is overlooking some important numbers, and the manager of a world currency should do better.

Lombard

When high profits is embarrassing

By Jonathan Carr in Frankfurt

THANKS to the high-flying U.S. dollar, the West German Bundesbank seems set this year to make the biggest profit in its history. But if you imagine that President Karl Otto Pöhl and his central bank colleagues are rubbing their hands with glee at the prospect, you will have to think again. That soaring profit is not so much a boom as an embarrassment.

Contrary to widespread belief, the Bundesbank does not run up its surplus by devilishly clever currency market operations—by buying low and selling high. At the moment, it makes a profit through intervention: but the real point is that the central bank has (inevitably) put a lot of its funds in dollar investments. When the U.S. currency rises this means an increase in dollar interest income expressed in D-marks—as of course it is in the Bundesbank's accounts.

Last year, during which the dollar appreciated by about 13 per cent against the D-mark, the Bundesbank was able to collect no less than DM 9.4bn on its foreign interest income after DM 8bn in 1982. This was by far the biggest single factor in the central bank's profit of DM 11.8bn.

This year, unless the dollar

continues to rise, the Bundesbank will be in the offing, they will be pressing him for more funds. It might even be that when West Germany's partners in the European Community realise Bonn will be getting extra cash, they will be down on Dr Stoltenberg to pay a few more Common Market bills too.

The danger of all this is that Bonn might get locked into a pattern of extra spending which it could not break, even when the dollar falls at last and the Bundesbank profit plummets too. The easiest way out of the dilemma would be to do what most other central banks do and keep the real level of profits under wraps, thus avoiding unwelcome political pressures. But so long as the Germans are as admirably open they will have to expect articles like this one—which "blow the gaff."

Excess secrecy produces leaks

From Mr Des Wilson
(September 24) on the cause of Whitehall leaks was as welcome a contribution to the debate as it was sensible.

We particularly welcome your criticism of criminal prosecutions for disclosure of information "except in the most extreme cases" and your criticism, too, of excessive secrecy.

Two points arise: first, you identify as the main cause of leaks Whitehall disengagement with the Prime Minister's attitude to civil servants and with some of her policies. However, it is not possible that the major cause of leaks is excessive secrecy itself. It has become so indiscriminate that the word "confidential" no longer has any credibility. Secrecy has been given a bad name. Even the First Division Association of civil servants in a considered document in 1982 stated that "To some extent, leaks have been prompted by a belief that government in the UK is excessively secretive by comparison with other democracies. This belief has some justification". It went on to propose that "A reduction in secrecy would make it easier for Government to keep confidential those matters which are considered most important to safe-guard".

Thus it may be ironic but it is more than possible that the best way to protect information is by an overall policy of freedom of information with exemptions. If there can be a national consensus on what should be disclosed, then the word "confidential" could once more be given real force.

Second, you leave unanswered the question as to whether freedom of information is best produced by a voluntary approach, or by legislation. If the fundamental cause of secrecy is, as I believe, its value to those in power, it must follow that we cannot expect them to relinquish information voluntarily. It is to expect too much of human nature for the powerful voluntarily to disclose information that could undermine their base. It is an insult to our intelligence to ask us to believe that people will voluntarily produce information that reveals their errors, failures, or, even worse, their corruption or unjust behaviour.

The inadequacy of voluntary disclosure is already proven. In 1975 the then Head of the Civil Service produced what became known as the Crofton Directive. It proposed a more open approach as an alternative to legislation and it did create the opportunity for more flexibility and disclosure of information. An audit of the effects of the directive some five years later showed that only 8 per cent of the documents subsequently

Letters to the Editor

released could be described as Members are eligible for transfer to fellowship (FIMC) after seven years in full-time practice.

John Morris.
23-24, Cromwell Place, SW7.

The regions remain the losers

From the Chairman,
Yorkshire and Humberside
County Councils Association

Sir—I read with interest your article "South East takes a growing share of grants to industry" (September 25). The changes it described, with an increasing share of regional selective assistance going to the prosperous South East of England as automatic grants to high unemployment areas are cut back, have concerned the Yorkshire and Humberside County Councils Association for some time.

Regional Development Grant payments to Yorkshire and Humberside were £20m in 1979/80 and only £8m in 1983/84, while over the same period unemployment rose faster than nationally from 116,000 in 1979 to 286,000 in 1984 (April figures). Several other measures which used to benefit the region were also either cut or discontinued over this period.

The South East now takes nearly a quarter of payments made under selective assistance schemes which are aimed primarily at high technology industry. The schemes do nothing to encourage moves to areas where new industry is desperately needed.

What's in a name? The title "consultant" is used (and mis-used) in a variety of circumstances. In the medical world, for example, it is applied in its true definition, namely of a person who gives professional advice. In some areas of the commercial world the title of consultant is used by individuals whose prime function is the selling of goods or services.

Typically, newly qualified chartered accountants are about 24 years of age. After three years at a university, they will have spent three years as a student on auditing and related work with a firm of practising accountants. They will usually have had little practical experience of business management. It therefore seems misleading—and potentially harmful to the management consulting profession—if such persons are paraded as "senior management consultants".

Bright effect of welfare benefits

From Mr Michael Greener
(September 29)

Sir—Your leader (September 29) concerning the discouraging effects of welfare benefits highlights a problem the solution of which could both minimise the anti-social impact of the so-called "black economy" and give a significant fillip to employ-

ment, particularly in the service industries.

At present there is an appalling wastage of instantly available expertise among the many who, quite understandably, opt for State benefits rather than take low-paid part-time employment.

Far too frequently persons with much to contribute within a service industry, on a part-time basis, refuse the work because to take it would not only jeopardise or decimate present entitlements but would, on balance, do little or nothing to enhance their existing circumstances.

Such State-induced barriers to individual enterprise must surely be counter-productive within the economy as a whole. Part-timers with latent talents might well, however, unobtrusively, promote the expansion of the business in which those talents are employed. In so doing they will not only secure more work for themselves but will create jobs for others as the business grows.

Regional Development Grant payments to Yorkshire and Humberside were £20m in 1979/80 and only £8m in 1983/84, while over the same period unemployment rose faster than nationally from 116,000 in 1979 to 286,000 in 1984 (April figures). Several other measures which used to benefit the region were also either cut or discontinued over this period.

The South East now takes nearly a quarter of payments made under selective assistance schemes which are aimed primarily at high technology industry. The schemes do nothing to encourage moves to areas where new industry is desperately needed.

What's in a name? The title "consultant" is used (and mis-used) in a variety of circumstances. In the medical world, for example, it is applied in its true definition, namely of a person who gives professional advice. In some areas of the commercial world the title of consultant is used by individuals whose prime function is the selling of goods or services.

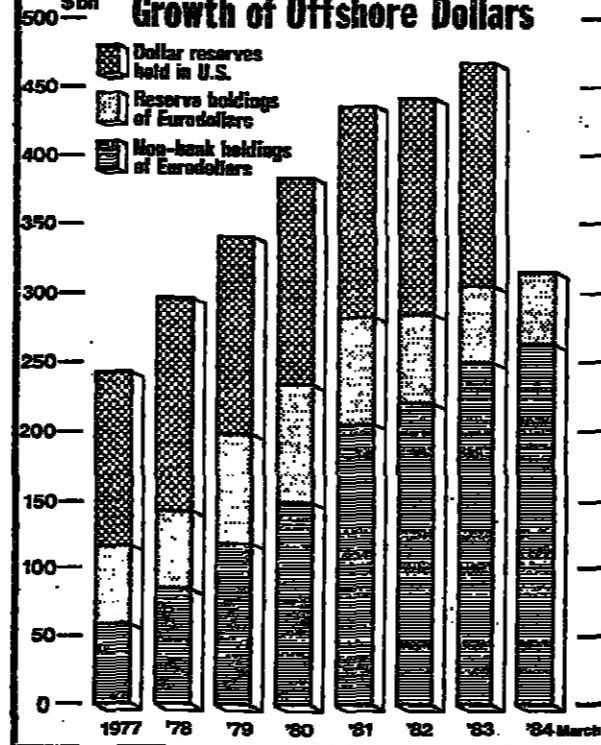
Typically, newly qualified chartered accountants are about 24 years of age. After three years at a university, they will have spent three years as a student on auditing and related work with a firm of practising accountants. They will usually have had little practical experience of business management. It therefore seems misleading—and potentially harmful to the management consulting profession—if such persons are paraded as "senior management consultants".

Bright effect of welfare benefits

From Mr Michael Greener
(September 29)

Sir—Your leader (September 29) concerning the discouraging effects of welfare benefits highlights a problem the solution of which could both minimise the anti-social impact of the so-called "black economy" and give a significant fillip to employ-

Growth of Offshore Dollars



money were completely overlooked in the statistics, the control would be likely to go astray; and in the case of the dollar, this seems to have been happening.

When a U.S. bank creates a dollar credit, the corresponding deposit may wind up in another U.S. bank's account, but it may not. It may wind up in a Euro-dollar account outside the U.S., or the dollars may be sold to a central bank to create a deposit in some quite different currency. Thus total dollar credit growth has its counterparts in the U.S. money supply,

plus changes in non-bank Euro-dollar deposits, plus changes in foreign central bank holdings of dollars—some in the Euro-markets, some officially in the U.S. Steady growth of this grand total should correspond with fairly steady dollar conditions.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures.

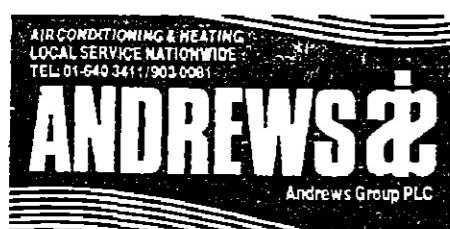
The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown by the U.S. domestic figures.

The chart shows what might be called the external dollar supply—Eurodollar liabilities to non-banks and foreign central banks and official reserve holdings. This does not at all reflect the picture of fairly steady monetary growth shown



FINANCIAL TIMES

Thursday October 4 1984

BRITISH OPPOSITION WOULD LET U.S. CONVENTIONAL FORCES STAY

Labour votes to close N-bases

BY PETER RIDDELL, POLITICAL EDITOR, IN BLACKPOOL

THE BRITISH opposition Labour Party yesterday overwhelmingly approved a call for the removal of all U.S. nuclear bases from Britain, despite warnings from Mr Denis Healey, the party's foreign affairs spokesman, and Mr James Callaghan, the former Prime Minister, about the possible adverse impact upon relations with the U.S. in the Nato alliance.

A debate at the party's annual conference yesterday at Blackpool was watched from the gallery by the clearly fasciated U.S. and Soviet Ambassadors to Britain. But it was generally free of the expected emotions and bitterness since both Mr Healey and Mr Callaghan sought to heal the party's divisions on the nuclear issue.

Labour's commitment to a non-nuclear defence policy, including the immediate decommissioning of Polaris by an incoming Labour Government, was approved by a margin of nearly four to one and so becomes a part of the party's programme for inclusion in its next general election policy document.

To the relief of the leadership and of U.S. observers, however, a call for the closure of all U.S. bases in Britain was defeated by a margin of roughly two to one.

Earlier in the day, however, the party leadership was embarrassed when the conference approved a motion, against its advice, supporting any local authorities that were forced to break the law as a result of Conservative Government policies.

That followed a warning from Mr Neil Kinnock, the party leader, at the conference on Tuesday when, in attempting to reassure his authority, he told delegates that Labour "cannot sharpen legality as our main weapon for the future and then simultaneously score legality in the present."

Dr John Cunningham, the party's environment spokesman, said later: "The motion is in contrast with what Neil and I have been saying about this issue all along. It is the wrong tactic entirely and a hostage to fortune we should have avoided.

I hope that people are not misleading themselves that there is some kind of safety net for them, regardless of what they do."

The temperature in the defence debate was lowered after the intervention of Mr Eric Heffer, the party chairman, although Mr Callaghan received some hissing and only scattered applause.

Mr Callaghan emphasised that

the new policy had many aspects he could support and he described it as an emerging policy. "I have hopes that we shall be able to come together," he said.

However, he gave a warning against the unilateral aspects of the policy. He said the party should consider whether the closure of nuclear bases in Britain led to their re-establishment by the U.S. on the mainland of Europe. Similarly, he suggested: "Supposing the closure of places in this country leads to the arms negotiations."

He was worried that what was proposed, however laudable, might have the effect of destabilising the present situation.

Mr Healey returned to his theme of the perils of the nuclear winter. While supporting the new policy as a whole he raised questions about whether "through lack of forethought the party might take actions which made it more difficult to produce a conventional strategy for NATO by leaving the U.S. for example, to take their troops out of Europe, because then the European countries on their own could not produce an effective conventional deterrent. Do not take actions which leave the Americans simply

to move their nuclear bases from Britain to the Continent," he said.

He said that the party appeared to be prepared to trust the Tories to discuss disarmament over Polaris with the Soviet Union rather than being able to trust itself to be involved.

"I do not think we can leave disarmament negotiations to the Americans and the Russians alone, but I think we should put Polaris to the arms negotiations."

Mr Denzil Davies, Labour's chief defence spokesman in the House of Commons, said Labour's policy was morally right and defensively so. It was also one which opened the way for a strengthening of Britain's conventional forces.

A future Labour government would also work with its Socialist partners in Europe to change the present strategy of NATO, he said.

Most of the other speakers strongly supported unilateral disarmament, including Mr Ron Todd, the new general secretary-elect of the transport workers' union Mr Eric Clarke, the new miners' representative on Labour's national executive committee, and Mr Jimmy Knapp, the general secretary of the National Union of Railways.

Conference report, Page 6

Consolidated Foods wins Kiwi approval

BY MICHAEL THOMSON-NOEL IN SYDNEY AND TERRY POVEY IN LONDON

CONSOLIDATED FOODS OF THE U.S. appears to have won the three-cornered battle for control of Nicholas Kiwi, the Australian household products and drug group. Consolidated has made an AS\$28m (\$240m) agreed bid for Kiwi's overseas operations and will take a minority stake in its Australian activities.

Kiwi has valued the Consolidated bid at AS\$4 a share. The ingenious deal, which is designed to sidestep possible objections from Australia's Foreign Investment Review Board, has the unanimous support of the company's board.

Commenting on the deal, one Australian broker said: "Kiwi appears to have got the cake, eaten it and taken the wrapping home as well."

Reckitt & Colman, which on Friday bid AS\$4.60 a share for all of Kiwi, is "carefully considering the basis on which the AS\$ bid from Consolidated has been calculated."

Sir Michael Colman, the company's finance director, said: "We are not considering increasing our offer at the moment."

An earlier offer of AS4 a share from Castlemaine Tooheys, the Brisbane brewer, will not be pursued, the company said.

The Consolidated scheme involves setting up an Australian holding company to handle Kiwi's current Australasian operations. This company would be 85.1 per cent owned by existing Kiwi shareholders and 14.9 per cent owned by Consolidated.

Kiwi is forecasting net profits in excess of AS\$4m for the new unit in its first year of operation, and a minimum asset per share value of 90 cents has been put on it by brokers.

Outside Australia a second new company holding all Kiwi's foreign

First Chicago will write off \$279m

Continued from Page 1

operations would be formed. In the year to June 1983, 80 per cent of Kiwi's sales were outside the Pacific region.

This company would be owned by Consolidated but managed by the new Kiwi unit under a 10-year contract.

Existing shareholders in Nicholas Kiwi will receive an AS\$3.80 payout in the form of a capital repayment plus a share in the new Australian operation in exchange for each existing share. The payout could well be tax-free.

If Kiwi's shareholders approve the scheme, CPC will sell its 6 to 7 per cent stake in the company built up by market buying in the last week and then buy its minority stake in the new unit.

Among Nicholas Kiwi's overseas operations are manufacturing plants at Slough and Maidstone in the UK, the Memphis pharmaceuticals manufacturer in the Netherlands and Fidapi, a Philippines drug maker and distributor.

The T-bill/CD futures spread widened significantly on the Chicago

Mercantile Exchange ahead of the First Chicago announcement, but there was less immediate response in the cash money markets where the Fed funds rate, T-bill and bank CD rates all declined.

The news of First Chicago's third-quarter earning loss comes on the eve of the announcement of quarterly earnings from the U.S. banks. Some analysts had already begun downgrading their earnings forecasts.

Earlier this week, for example, Dean Witter lowered its full-year estimates for Citicorp from \$7.20 a share to \$6.50 a share – virtually unchanged on last year's \$6.48 earnings per share. That revision prompted a 5% drop in Citicorp's share price to \$354 on Tuesday.

There is new evidence that the regulators, sensitive to congressional criticism of the laxity of control in the Continental Illinois affair, have been stepping up their pressure on the bank majors to write down non-performing loans more quickly and, at the same time, bolster loan loss reserves

Rebels agree plan for Mozambique ceasefire

Continued from Page 1

and conflict in Mozambique" as a "milestone" in the path towards peace and stability in southern Africa.

The declaration acknowledged Samora Machel as the President of Mozambique, called for a halt to armed activity and conflict within Mozambique from whatever quarter of source" and requested the South African Government to "consider playing a role in its implementation." This South Africa agreed to do.

It did not mention the use of South African forces to monitor a ceasefire but Mr Piko Botha told journalists afterwards that South African troops would be available "to reassure both sides." South African forces would also help to plough fields, rebuild roads and hospitals and provide other assistance, he added.

Mr Botha gave no indication of the size of the likely South African military contribution, which would be a question for the commission to decide.

He said the agreement ended the main weakness of the Nkomati Accord signed between South Africa and Mozambique on March 16, under which both sides undertook to prevent their territories being used

to support acts of terrorism or aggression against the other.

"The most important thing is to get a cessation of shooting," he said.

He revealed that the talks had been "on the brink of collapse" at least four times during the marathon negotiations. The MNR delegation had rejected the Mozambican Government's offer of an amnesty for MNR soldiers who surrendered with their weapons and had pressed for cabinet posts in a coalition government with the Marxist-oriented Frelimo Party.

Mr Botha said he had refused to talk about a coalition government and insisted that the negotiations centred on two main points.

These were recognition by the MNR of Samora Machel as President of the People's Republic of Mozambique and an unconditional ceasefire accepted by both.

Mozambique had hoped that the end of conflict would reduce rebel activities. Instead, MNR forces had stepped up their activities in recent months, threatening Maputo, the capital and severely embarrassing President Machel. This had put the whole basis of the Nkomati Agreement at risk.

Mr Botha said he had refused to talk about a coalition government and insisted that the negotiations centred on two main points.

These were recognition by the MNR of Samora Machel as President of the People's Republic of Mozambique and an unconditional ceasefire accepted by both.

Mozambique had hoped that the end of conflict would reduce rebel activities. Instead, MNR forces had stepped up their activities in recent months, threatening Maputo, the capital and severely embarrassing President Machel. This had put the whole basis of the Nkomati Agreement at risk.

One of the toughest questions to be dealt with by the Central Committee will be that of prices and subsidies.

Tentative steps have been taken already to lift prices on some consumer goods, and the Central Committee is expected to go further.

Subsidised prices have become an important component of individual living standards and substantial

cultural products such as grain and oil, housing and transport.

The artificially low price system is having a serious effect on economic planning. Zhou Ziyang, the Premier, has said that subsidies cannot continue at the present rate.

Economic Daily, an official newspaper, warned last week that the country's price structure was "irrational" and must be changed.

Tentative steps have been taken already to lift prices on some consumer goods, and the Central Committee is expected to go further.

Subsidised prices have become an important component of individual

living standards and substantial

French banks 'may need higher interest rates'

By David Housego in Paris

"I do not think we can leave disarmament negotiations to the Americans and the Russians alone, but I think we should put Polaris to the arms negotiations."

Mr Eric Heffer, Labour's chief

defence spokesman in the House of Commons, said Labour's policy was

morally right and defensively so.

It was also one which opened the

way for a strengthening of Britain's conventional forces.

A future Labour government

would also work with its Social

ist partners in Europe to change the

present strategy of NATO, he said.

Banks currently charge real in-

terest rates of about 6% per cent for

prime customers.

The report highlights some of the

inefficiencies and overstating

problems of the French banking

system. In particular, it points to

the high overhead costs incurred by

the French habit of settling even

small bills by cheque. French banks

charge 2% to 3% (30 cents)

each according to the report.

At a time of falling inflation, the

report says, the most vulnerable

banks are the large state-owned re-

tail banks, which bear the cost of

administering a large number of de-

posit accounts.

Smaller banks raising their funds

on the money markets can more

easily bring down lending rates in

line with inflation because of their

lower overheads.

The report points to the need for

French banks to shift to electronic

payments systems or to charge the

true cost of their services, if in-

creases in real interest rates on

loans are to be avoided.

Among the members on the com-

mission which prepared the report

were officials from the Plan organi-

sation and the Treasury.

The report argues that French

banks need to diversify the services

they offer if a sharp cut in the num-

ber of bank employees is to be

avoided. It estimates that banks are

likely to have a minimum of 10 per

cent more staff than they need on

the basis of the present services

they offer. It says the banks could

provide more personal counselling

to clients or enter new fields, like

insurance broking.

But this is a seller's market and

Kleinwort presumably felt that to

stay out of the game might seriously

weaken the prospects of its own

corporate finance and fund man-

agement operation. In the short

THE LEX COLUMN

First Chicago has second thoughts

front, First Chicago has given no indica-

tion how much of the \$308m provi-

sion applies to its rapidly ex-

panded credit card operations and

how much to its LDC loan book. But

IMI
for building products, heat exchange,
drink dispense, fluid power,
special-purpose valves, general
engineering, refined and wrought metals,
IMI plc, Birmingham, England.

SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Thursday October 4 1984

For business Cars and
Vans Tel 0783 44122
COWIE
CONTRACT HIRE LTD
A Cowie Group / Forward Trust Joint Venture Company

Bass family raises stake in Walt Disney to 16%

BY PAUL TAYLOR IN NEW YORK

THE BASS family of Texas has nearly doubled the size of its stake in Walt Disney Productions, the U.S. entertainment group, to almost 16 per cent. The move, which was welcomed by Disney's new management, makes the Bass brothers the largest shareholder group in Disney, which has been locked in a bitter power struggle for control of the company for months.

The Bass brothers increased their stake in Disney to about 5.4m shares out of the outstanding 33.7m shares through open market share purchases and two big block share purchases on the New York and Pacific stock exchanges on Tuesday. In all, the Bass family spent about \$150m buying an additional 2.5m shares at \$60 a share to lift their

stake to 15.96 per cent from 8.8 per cent.

Wall Street traders said some of the shares bought by the Bass family were sold by Mr Ivan Boesky, the Wall Street arbitrageur.

The motives behind the Bass brothers' move remain uncertain. It is generally seen however, at least in the short term, as bolstering the position of Disney's new management led by Mr Michael Eisner, chairman and chief executive, and Mr Frank Wells, president and chief operating officer, who were recruited with Bass family backing just 10 days ago.

They have already begun implementing a new strategy for Disney to broaden its earnings base and expand its film division.

LKB hit by R & D expenses

By David Brown in Stockholm

LKB, the fast growing Swedish instruments and chemicals company, reports that profits during the first eight months were held back by high research, development and marketing costs, but predicts that its full-year results will exceed the SKr 75m (\$8.7m) achieved last year.

Its sales of products for research and clinical testing rose climbed by 22 per cent to a total SKr 445m. Costs rose 25 per cent to SKr 410m, and profits before appropriations and taxes were SKr 17m, down nearly SKr 5m from the level achieved a year earlier.

LKB officials forecast a sharp upturn in sales during the traditionally strong last four months. The order backlog increased 21 per cent to SKr 135m at the end of August.

During the period, LKB inaugurated two wholly owned sales subsidiaries in the U.S. and Japan.

Among the group's main introductions over the past year have been a new non-radioactive immunoassay analysis system (which replaces traditional gamma counter methods) as well as a new system to speed separation of materials used in biochemistry and analytical chemistry testing.

SEC revenue claim accepted by Tandem

BY LOUISE KEHOE IN SAN FRANCISCO

TANDEM COMPUTER has been charged with overstating its income in fiscal 1982 "in an effort to show increased profitability." The Securities and Exchange Commission announced the charges against the California maker of "fault-tolerant" computers and three of its top executives on Tuesday. The company promptly announced that it would enter a "no contest" plea to the charges.

The SEC alleged that Tandem violated securities laws by overstating its revenues in the 1982 fourth quarter by at least \$1.5m, in the third quarter by at least \$5.6m, and in the second quarter by \$8.8m, keeping inaccurate books and failing to maintain adequate internal accounting controls, the complaint further accused Tandem of having falsified its books and records regarding sales and shipments of computers in 1982.

In December 1982 Tandem revised previously released earnings and revenues. The company stated, at the time, that it had inadvertently included in 1982 sales shipments that were made "within hours after midnight" at the close of its fiscal year. Income for the year was revised as \$29.3m, down from \$37.3m. Revenues were revised to

\$312.1m, down from the original \$335.9m.

According to information supplied by the company, Tandem uses more than 150 of its own non-stop computer systems in over 60 locations to control its internal business operations. The SEC complaint stated, however, that Tandem recognized revenues without signed purchase orders or contracts and recognized revenue on orders subject to unsatisfied conditions.

According to the SEC complaint, Tandem's auditors, Arthur Andersen & Co recommended that Tandem adjust its fourth-quarter earnings by \$1.6m, but the company cut its proposed revenues by only \$1m in its initial statement.

The SEC charges come as the result of a two year enquiry which has not been previously revealed.

Tandem said that it has consented to an agreement whereby the company will be enjoined from further violations and will review its financial practices for two years. The company said that it would plead no contest, without admitting guilt, in order to avoid admitting its management from day-to-day operations of the company during what could have been an extended legal battle with the SEC.

Labour costs dominate VW strategy

By Our Motor Industry Correspondent in Paris

DR CARL HAHN, chairman of the Volkswagen-Audi Vehicles Group, said his company expects to improve productivity at its West German plants by 4 per cent to 5 per cent a year and "some years we will do better."

The group's capital investment would remain high - at least at last year's DM 3.8bn (\$1.25bn) level or around 8 per cent of turnover - because the high cost of labour in West Germany made it worthwhile to go as far as possible with automation.

VW is known to be considering moving total production of its smallest car - the Polo - from Germany to Spain.

Seat sees 29% rise in output next year

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT, IN PARIS

SEAT, the state-owned Spanish group, expects to produce 400,000 cars next year, a 29 per cent improvement on the 310,000 forecast for 1984 and well above the targeted break even point of 280,000.

Seat will present at the Paris Motor Show today, the Ibiza, its new small car, which is a key element in its progress towards being leading pan-European marketing company.

Ibiza output is already 300 a day and will rise to 800 a day - an annual rate of 160,000 to 180,000 - by 1985. About 120,000 will be exported to European markets.

Until two years ago, Seat relied on Fiat of Italy for technology and all its exports went to the Fiat network.

work. Now Seat is linked, although not financially, with VW, which has assisted the Spanish group to set up its dealer network and provide the Santana and Polo models to be made at break even point of 280,000.

While pushing up car output, Seat has also been driving down costs with a restructuring plan that will result in a 12 per cent or 3,000 reduction in its workforce this year from 25,000 at the end of 1983. So far, 1,800 jobs have gone, and by the year end, output of cars per employee will have risen from 3.5 in 1981 to 6. By 1986, the workforce should have been reduced to 19,500 and output of cars per employee lifted to 24 following a big investment in automation and robots.

BASE LENDING RATES

A.B.N. Bank	104.5%
Allied Irish Bank	104.5%
Amro Bank	104.5%
Henry Ansbacher	104.5%
Armenia Trust Ltd.	104.5%
Associates Corp. Corp.	104.5%
Banco de Bursao	104.5%
Bank of Hispania	104.5%
BCCI	104.5%
Bank of Ireland	104.5%
Bank of Cyprus	104.5%
Bank of India	104.5%
Bank of Scotland	104.5%
Banque Belge Ltd.	104.5%
Barclays Bank	104.5%
Beneficial Trust Ltd.	104.5%
Brit. Bank of Mid. East	104.5%
Brown Shipley	104.5%
CL Bank Nederland	104.5%
Canada Permanent Trust	104.5%
Cayzer Ltd.	104.5%
CFC Holdings	104.5%
Charterhouse Japhet	104.5%
Chubson	104.5%
Citibank N.A.	104.5%
Clydesdale Bank	104.5%
C. E. Coates & Co. Ltd.	104.5%
Comin. Bk. N. East	104.5%
Volkswagen Limited	104.5%
Consolidated Credit	104.5%
Co-operative Bank	104.5%
The Cyprus Popular Bl.	104.5%
Dunbar & Co. Ltd.	104.5%
Dunstan Lawrie	104.5%
E. T. Trust	104.5%
Exeter Trust Ltd.	104.5%
First Nat. Fin. Corp.	104.5%
First Nat. Secs. Ltd.	104.5%
Robert Fleisch & Co.	104.5%
Frederick Francis	104.5%
Grimdys Bank	104.5%
Hannover Nahon	104.5%
Hannover Bank	104.5%
Merrill Lynch	104.5%
Montgomery & Cen. Trust	104.5%
Montgomery Savings	104.5%
Northgate	104.5%
Prudential	104.5%
Royal Bank of Canada	104.5%
Scotiabank	104.5%
Sociedad General de Caja de Pensiones y de Ahorros	104.5%
Standard Chartered	104.5%
TCB	104.5%
Trustee Savings Bank	104.5%
United Bank of Kuwait	104.5%
United Mizrahi Bank	104.5%
Westpac Banking Corp.	104.5%
Whiteway Laidlaw	104.5%
Williams & Glyn's	104.5%
Wintrust Secs. Ltd.	104.5%
Yorkshire Bank	104.5%
Ytakai	104.5%
Zurich	104.5%

Company Notices

SANchez-O'Brien ENERGY 80 N.V.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Sanchez-O'Brien Energy 80 N.V. (the "Company") will be held at the registered office of the Company, de la Cambre 62, 1000 Brussels, Belgium, Netherlands Antilles on October 23, 1984, at 10.00 hours.

1. Approval of financial statements for the fiscal year ended December 31, 1983.

2. To transact such other business as may properly come before the meeting.

Holders of bearer shares are invited to present their shares at Kredietbank S.A., Luxembourg, or at the office of the registrar, Kredietbank S.A., 10th floor, 10th Avenue, Suite 100, Houston, Texas 77006, United States of America, on October 16, 1984 against recent therewith, which receipt will entitle said shareholders to receive notice of the meeting.

Holders of bearer shares may vote by proxy by mailing a form of proxy and power of attorney to the registrar, Kredietbank S.A., Luxembourg, or at the office of the registrar, Kredietbank S.A., 10th floor, 10th Avenue, Suite 100, Houston, Texas 77006, United States of America, on October 16, 1984 in order to be present at the meeting.

Proxies and/or certificates of deposit must be received not later than 12.00 hours on October 16, 1984 in order to be used at the meeting.

Sanchez-O'Brien Energy 80 N.V.
By Brian E. O'Brien
Managing Director
Kredietbank S.A., Luxembourg.

Third-quarter profits up at Kaufman.

By Our Financial Staff

KAUFMAN & BROAD

LOS ANGELES-based housebuilding and insurance concern, lifted net profits for the third quarter ended August 31 from \$6.8m or 41 cents a share to \$9.6m or 65 cents.

The latest period, however, includes a \$2.6m tax credit against \$800,000 last time. Net profits for the first nine months, including a \$5m tax credit, were \$21.6m or \$1.33 a share against \$14m or 87 cents. Revenues rose from \$394.5m, with \$185.5m (\$153m) in the third quarter.

The company said housing operations performed strongly in the third quarter, although order rates had slowed. Orders had picked up in recent weeks, but the fourth quarter "would not be as robust as we had expected early in the year."

1. Approval of financial statements for the fiscal year ended December 31, 1983.

2. To transact such other business as may properly come before the meeting.

Holders of bearer shares are invited to present their shares at Kredietbank S.A., Luxembourg, or at the office of the registrar, Kredietbank S.A., 10th floor, 10th Avenue, Suite 100, Houston, Texas 77006, United States of America, on October 16, 1984 against recent therewith, which receipt will entitle said shareholders to receive notice of the meeting.

Holders of bearer shares may vote by proxy by mailing a form of proxy and power of attorney to the registrar, Kredietbank S.A., Luxembourg, or at the office of the registrar, Kredietbank S.A., 10th floor, 10th Avenue, Suite 100, Houston, Texas 77006, United States of America, on October 16, 1984 in order to be present at the meeting.

Proxies and/or certificates of deposit must be received not later than 12.00 hours on October 16, 1984 in order to be used at the meeting.

Sanchez-O'Brien Energy 80 N.V.
By Brian E. O'Brien
Managing Director
Kredietbank S.A., Luxembourg.

For more information, call 800-255-5202.

To New York 212-936-2993; or write COMEX

at 4 World Trade Center, New York, NY 10048.

COMEX, The World's Metals Market.

At 9:30 a.m. today COMEX

changes silver trading forever.

Trading begins on COMEX

silver options — the first silver

contract that limits risk and presents

limits opportunity for profit.

Today, on Silver Option Day,

COMEX does for silver what it did for

gold two years ago. Silver trading will

never be the same.

For more information, call 800-255-5202.

To New York 212-936-2993; or write COMEX

at 4 World Trade Center, New York, NY 10048.

COMEX, The World's Metals Market.

REVELATIONS FROM FIRST CHICAGO TAKE INDUSTRY BY SURPRISE

More gales from the Windy City

BY WILLIAM HALL AND PAUL TAYLOR

ONLY a week after shareholders in Continental Illinois agreed to a \$4.5bn government bail-out of Chicago's premier banking group, its arch-rival, First Chicago, has shocked Wall Street by announcing a sixfold increase in its third-quarter loan loss provision and an unexpected loss for the quarter of more than \$70m.

While the size of the quarterly loss does not compare with Continental Illinois's \$1bn second-quarter loss or recent losses at other leading banks, notably InterFirst and Crocker National, the announcement still sent renewed shockwaves through Wall Street, where confidence in the industry was just beginning

TO ALL LONRHO SHAREHOLDERS

3rd October, 1984

Dear shareholder,

There has been some publicity over your Company's holding in House of Fraser, and I thought that today, immediately after the end of our financial year, I should write to you in advance of the Annual Report to give the view of your Board on the future of this investment, and how it affects Lonrho shareholders.

Lonrho's overall state of health is excellent. Our accounts will show that in our seventy-fifth year profits will be a record, with cash balances of over one hundred million pounds. The interim dividend, which was the highest ever declared by Lonrho, was paid on 1st October. The financial year now starting will, I am convinced, show further improvement. I feel particularly optimistic because we have achieved such a wide spread of assets in the last few years.

Against this background you need feel little concern when reading that some of Lonrho's resolutions, offered to House of Fraser shareholders last week, were rejected. The position is not quite as cut and dried as reported in the Press. Only two out of the five resolutions affecting Lonrho were defeated, and by a narrow margin.

The two resolutions to preserve the separate assets of Harrods, and therefore the option to demerge that company from the rest of the House of Fraser Group, proved popular with shareholders, and were carried by an average of four million shares. Electing two Lonrho nominees to a hostile Board we knew to be difficult, but still Mr Robinson and Mr Spicer each had over forty-eight per cent of the votes cast, which I regard as most encouraging. My own contribution seems to be valued by shareholders of House of Fraser as, even after subtracting the Lonrho vote, I was handsomely re-elected. The total vote was just under ninety-eight million in favour versus thirty-four million against. On the other hand, a massive fifty per cent of shareholders failed to vote at all in support of the Chairman of House of Fraser, Professor Smith, even after the concerted efforts of the House of Fraser Board which hired an expensive assistant to canvass votes.

In the view of Lonrho's Board, we have received increasing support for some constructive and sensible propositions which will sooner or later win the day.

To Lonrho shareholders, the thirty per cent holding presently shows a market surplus of seventy-one million pounds over cost. Most of this rise is attributable to our original offer for the shares and our demerger proposals. In addition to the indicated surplus, Lonrho has received dividends of twenty-five million pounds. Our investment in House of Fraser has therefore shown over the seven years of Lonrho's interest, a highly attractive notional gross return of twenty-seven per cent per annum. We have additional resources available to bid for the outstanding seventy per cent immediately, were the Monopolies Commission to agree. We also have the option to sell out strategic holding, and have recently been approached to sell by more than one buyer.

The Lonrho Board feel that, in the interests of Lonrho and House of Fraser shareholders, we should continue to advocate demerger, which is such an attractive idea, and while support increases, we should maintain the policies towards House of Fraser which we have been pursuing until now. Whatever the obstacles put in the way of a bid, patient persistence will overcome them one by one. We are currently appealing for the third time at the Monopolies Commission, in order to win the right to bid.

As our Annual Report does not appear until early next year, I hope you will find this brief outline of the position reassuring and useful.

*Yours sincerely,
Tiny Rowland*

This letter is also being sent to the House of Fraser shareholders

LONRHO

Lonrho Plc, Cheapside House, 138 Cheapside, London EC2V 6BL

INTL. COMPANIES and FINANCE

Return to the black for Israel's major banks

BY DAVID LENNON IN TEL AVIV

ISRAEL'S MAJOR commercial banks reported a spectacular recovery in the first half of 1984 after their disastrous losses of last year when a bank share crisis threatened the collapse of the whole network.

The four leading banks' half-year reports show a return to profits for the banking system which lost US\$20m in 1983.

All the banks ascribe the turnaround to extensive cost cutting, and a more prudent approach to banking in the wild-west atmosphere engendered by Israel's \$400 million

package which bailed the banks out during the share crisis.

The banks have to make a profit of at least \$500m in 1984 if their shares are to be worth the guaranteed price at which the Government has promised to redeem them from the public.

If the shares are worth less, the Government will have to buy them from the public, making it the largest shareholder or give the banks a five-year loan to buy their own shares, and thus more time to achieve the desired level of inflation rate.

Despite the dramatic improvement, however, the banks' performance is still below the level necessary to avoid the threat of government takeovers within the coming decade. This could happen as a result of the terms

of the government's rescue package.

If the shares are worth less, the Government will have to buy them from the public, making it the largest shareholder or give the banks a five-year loan to buy their own shares, and thus more time to achieve the desired level of inflation rate.

The leader in the recovery field is Bank Leumi, the country's largest bank, which reported an inflation-adjusted profit for the first six months of 1984 of \$35m, compared to an adjusted loss of \$72m for all of 1983. Consolidated assets dropped by \$70m to \$20.7bn.

The United Mizrahi Bank lost \$8.8m last year. The first six months of 1984 showed an adjusted profit of \$1.58m but this was derived from the sale of assets.

The drive to return to profits has seen the closure of over 40 bank branches so far this year, and by the end of 1984 there will be 73 fewer branches than the 1,125 that existed in 1983.

ATA for sale for one shekel

BY OUR TEL AVIV CORRESPONDENT

ATA, Israel's largest textile company, has been put up for sale at the price of one shekel provided the purchaser also takes over the company's \$25m of debts.

The company which employs 3,000 workers in Haifa and the north of the country has been in trouble for a couple of years as a result of falling exports and increased competition.

A year ago Lord Marcus Sieff, chairman of Marks and Spencer which took 90 per cent of ATA's exports, warned

that his company would halt its purchases if ATA could not improve the quality of its products.

At that time the company was already in deep trouble, and only a \$10m loan from shareholders (a bank and the government) saved it from closure at the end of last year.

The situation has worsened since then and Mr Asher Levy, the company's chairman, said on Tuesday that the main shareholder, the Eisenberg group, was prepared to sell ATA for

one shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One shekel provided the purchaser would also take over the debts. There are currently 385 shuklos to the dollar.

He ascribed the problem to the jump in inflation to 400 per cent, the depressed state of the European market and the structure of the company.

ATA has demanded additional assistance from the Government to keep it afloat until a long-term solution can be found for its problems, but the Government is reluctant to pour more money into the company.

One she

INTL. COMPANIES and FINANCE

David Marsh reports on the French baggage group's dynamic development

Vuitton gets to grips with New York listing

"YOU HAVE to be rich to be quoted in New York," says M. Henri Racamier, the chairman of Louis Vuitton, the prestigious French luggage and leather goods group.

His company—which this summer became the first French concern to be floated on the New York over-the-counter market—fits the bill. With about 80 per cent of its business outside France, Vuitton has profited spectacularly from a combination of a weak franc and strong demand for its quality products. Last year it boosted net earnings 47 per cent to FFr 135.8m (\$14.6m) on sales up 46 per cent to FFr 829.2m.

The company, first set up by M. Louis Vuitton as a luggage and trunk manufacturer in Paris in 1854, remains family-controlled, but has undergone dynamic development since it started to internationalise its

retail operations in 1977. M. Racamier, 71, who has chaired the company for 10 years, is the husband of one of the five Vuitton brothers and sisters who all sit on the supervisory board and are the biggest individual shareholders.

The New York listing, under which Vuitton placed 5 per cent of its share capital, amounting to around \$15m, came about three weeks after the company's launch on the Paris bourse, where it placed 15 per cent of its capital.

"We have important financial resources," says M. Racamier.

"But we wanted to make arrangements to be able to tap outside capital if necessary."

The Paris and New York listings in June, which cut the family's direct and indirect equity stake to 67 per cent from 85 per cent, have not resulted in any change in its basic equity capital of FFr 51.6m. Bolstered

by large retained earnings, total stockholders' equity at the end of 1983 was FFr 325m. But M. Racamier does not rule out making use of the company's new-found stock market links to increase capital over the next 12 months, possibly in connection with an acquisition if the right opportunity arises. A

LOUIS VUITTON

	Sales (FFr m)	Net profit (FFr m)
1981	399	51
1982	569	93
1983	829	136

Japanese stock market listing is also an eventual possibility—in line with Vuitton's expanding Far East sales.

The New York placing was not cheap—one of the reasons, along with the extra financial diligence and legal guarantees required in the U.S., why so few French companies beat the way to Wall Street.

The listing cost around \$600,000 in legal, accounting, and other fees, plus underwriting costs put by M. Joseph Lafont, finance director, at 7 to 10 per cent of the total offering, or roughly \$1.8m.

In spite of the company's long-standing business with U.S. customers (18 per cent of turnover last year was in North America and the Caribbean), "We are not as well known in Minneapolis as in Paris," admits M. Racamier.

A "road show," taking the company to 15 U.S. cities, was organised to acquaint investors with Vuitton. The company is already well known to the New York legal community because of constant engagement in litigation to deter counterfeiters.

To comply with U.S. demands for financial exposure, the company will be producing consolidated financial data every quarter from 1985. Most French companies publish full results only once a year.

The issuing prospectus contains much more detailed information than routinely offered by quoted French companies—including a full breakdown of shareholders and details on geographical distribution of its sales. During the period leading up to the U.S. launch, lawyers and underwriters camped out for weeks in Vuitton's offices "worse than a tax inspection," jokes M. Lafont.

For a company long used to being run in a closed family environment (none of its 1,100 employees are in a union), the change has been extreme. It has also had a salutary effect.

"In their own interests, it is not good that members of the family should be unable to sell their shares," says M. Racamier.

"And the opening of the capital gives us a new incentive to have professional and rigorous management."

'Clean' image vital for competitiveness in London market

BY JOHN MOORE IN LONDON

THE CITY of London's competitiveness depends on the City's being seen as a "clean" place in which to do business, Mr. Alex Fletcher, Consumer Affairs Minister told a conference.

At the same conference, Mr. Patrick Milford-Slade, deputy chairman of the Stock Exchange, indicated that securities firms in the reformed British securities market might need a senior person appointed within each firm as a "compliance officer" to ensure that rules and regulations were enforced.

Proposals for a new regulatory system to protect investors will be outlined in a Government White Paper (policy document) to be published later this year, Mr. Fletcher said.

"We will expect the financial services industry itself to take on the responsibility for translating each of these principles into practical rules which can be made to apply to the particular business or firm."

Mr. Fletcher told the conference, organised by Westminster and City Programmes, that the Government would set out general principles to protect the investor's interest when the provider of the financial service faces an internal conflict of interest.

"I therefore see the problem of conflicts of interest as one which the industry itself should resolve."

He said safeguards on the most important issues would be the following:

- Disclosure of interest. "The principle of conduct here must be that before carrying out or recommending a transaction on behalf of a client, all interest in that transaction should be disclosed."

- Subordination of interest. "Here, the fundamental rule must be that in any conflict of interest the client's interest should be paramount in resolving the conflict."

- Restrictions on the transfer of information. "Will Chinese Walls (in which the functions of various types of activity in securities firms are separated) do, or should conflicting businesses be required to be

UK rejects scheme on free shares

By Philip Stephens in London

THE BRITISH GOVERNMENT firmly rejected yesterday the idea of free distribution of shares in nationalised industries to widen personal ownership of capital assets.

Mr. John Moore, the Financial Secretary to the UK Treasury, told a conference in London that the Government had considered the possibility of giving shares to Britain's 40m adults as part of its policy to promote individual ownership of capital.

He added: "There will also need to be sound in-house rules to prevent, for example, employees dealing in stocks which are the subject of research reports ahead of their clients—although this is a potential conflict which arises now but which has caused no problem."

He said that for investor protection to succeed under dual-capacity arrangements, where stockbrokers are allowed to make markets, it is vital that whatever constraints are imposed on Stock Exchange membership are also imposed on outside brokers."

Mr. Milford-Slade gave a warning that the commercial pressures in the British securities market would not allow the Stock Exchange to produce an "ideal" computer system for the restructured stock market.

Two U.S. fast food concerns plan to expand in Britain

BY CARLA RAPORT IN LONDON

TWO LEADING U.S.-owned fast food operations are planning major developments in Britain—despite the recent imposition of VAT on hot take-away food, a move which has curbed the growth in parts of the industry.

Kentucky Fried Chicken, the fast food chain, is expected to make a £80m (£\$14.4m) investment in the UK in the form of 350 new restaurants, which should create over 10,000 jobs over five years.

At the same time, McDonald's, the hamburger chain, has decided to begin franchising its restaurants in the UK after more than tripling its sales between 1979 and 1983.

The Kentucky Fried Chicken investment had been postponed earlier this year because of the decline in sales following the Chancellor of the Exchequer's imposition of VAT on hot take-away food on May 1.

The company said yesterday that it is now optimistic about achieving important government concessions for fast-food operators within the next few months.

These concessions could be part of the changes in the Government's regional policy expected to be made later this autumn.

A White Paper (policy document) on regional policy changes was published last December stating among other things that service industries ought to be given equal consideration with manufacturing industries over incentives and grants.

Both KFC and Tesco, the big food retailer, have been lobbying heavily for the right to receive development area incentives in line with manufacturers.

The group's growth in sales will be flat this year, compared a 20 to 30 per cent growth last year, because of the new tax.

Unlike KFC, McDonald's has not felt a significant slowdown in growth from the new tax, but this is largely because most of McDonald's food has been consumed in its restaurants and thus was already subject to tax.

The group has been recording excellent growth in the UK, with the number of stores increasing from around 50 in 1980 to an expected 166 this year.

New Issue These securities having been sold, this announcement appears as a matter of record only: September 1984

National Westminster Finance B.V.

(Incorporated in The Netherlands with limited liability)

U.S. \$500,000,000**Junior Guaranteed FRNs**

Guaranteed on a junior subordinated basis as to payment of principal and interest by

National Westminster Bank PLC

(Incorporated in England with limited liability)



County Bank Limited

TEOLLISUUDEN VOIMA OY

(TVO Power Company)

U.S.\$100,000,000

Floating Rate Notes due 2004
Notre is hereby given that the
Rate of Interest for the first
Interest Sub-period of the
Interest Period ending on 7th
January, 1985, has been fixed
at 11 1/2% per annum. The
amount payable for the first
Interest Sub-period will be
U.S.\$10,000,000, to be payable
together with the amounts for
the remaining two Interest Sub-
periods of the said Interest
Period on 7th January, 1985
against surrender of Coupon
No. 3.

Manufacturers Hanover Limited
Agent Bank**WE KEEP YOU
IN STYLE**NOGA HILTON
INTERNATIONAL
GENEVE
Where the world is at home™

Ride the wave of cosmopolitan charm at our lively hotel, overlooking Lake Geneva, in the heart of town. Award-winning cuisine, casino and professional business services make for smooth sailing. For reservations, telephone your travel agent or Hilton Reservation Service. In London, 631-1767; elsewhere in U.K. Freefone 2124.

**Instituto Nacional de Industria**

U.S.\$150,000,000

Floating Rate Notes due 2000

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the first three months of the Interest Period ending on 9th April, 1985, has been fixed at 11 1/2% per annum. The interest accruing for such three-month period will be U.S.\$31.70 in respect of the U.S.\$10,000 denomination and U.S.\$7,792.53 in respect of the U.S.\$250,000 denomination and will be payable together with the interest for the remaining three months of the said Interest Period, on 9th April, 1985, against surrender of Coupon No. 2.

4th October, 1984
Manufacturers Hanover Limited
Reference Agent

NEW ISSUES October 3, 1984

Fannie Mae**\$1,000,000,000
12.55% Debentures**Dated October 10, 1984 Due October 13, 1987
Series SM-1987-V Cusip No. 313586 RD3
Non-Callable**Price 100%****\$500,000,000
12.75 Debentures**Dated October 10, 1984 Due October 10, 1989
Series SM-1989-G Cusip No. 313586 RE1
Non-Callable**Price 100%**

The debentures are the obligations of the Federal National Mortgage Association, a corporation organized and existing under the laws of the United States, and are issued under the authority contained in Section 304(b) of the Federal National Mortgage Association Charter Act (12 U.S.C. 1716 et seq.).

This offering is made by the Federal National Mortgage Association through its Senior Vice President-Finance and Treasurer with the assistance of a nationwide Selling Group of recognized dealers in securities.

Debentures will be available in Book-Entry form only.
There will be no definitive securities offered.

John J. Meehan Joseph G. Brown
Senior Vice President-Finance and Treasurer Vice President-Fiscal Office
100 Wall Street, New York, N.Y. 10005

This announcement appears as a matter of record only.

Federal Farm Credit BanksConsolidated Systemwide
Discount Note Program

We are pleased to have been selected as a member of the selling group for this program.

**BankAmerica
Capital Markets Group**

Bank of America NT&SA

**GREENSPAN O'NEIL
ASSOCIATES**

is pleased to announce that

**Philip A. Cannistraro
John Hsu
Frederick E. Thalmann, Jr.**

have joined the firm as

Managing Directors

The firm's offices have been established at

150 East 52nd Street
New York, NY 10022
212-319-2520

UK COMPANY NEWS

Amstrad rides post-Christmas slump

DESPITE difficult second half trading, Amstrad Consumer Electronics has met both the profit and dividend forecast made at the time of the one-for-six rights issue last May.

The taxable result for the full year to June 30 1984 was a profit of £81.8m up from £8.04, and the directors are to recommend a final dividend of 4.4p net per 50 shares for a total of 8.88p on the increased capital. The final last time was 0.34 adjusted to give a total of 0.57p.

Mr A. M. Sugar, the chairman of this manufacturer and distributor of electronic, audio and domestic consumer equipment, reports a "very encouraging start to the current year, and he is quite confident that results will show a significant advance."

Turnover for the year rose from £517.8m to £84.95m. The chairman says that the first half went to plan, with buoyant demand for most of the company's products, but the post-Christmas downturn in sales was more than expected, and did not recover what he considers normal conditions until the end of May. The second half added £31.7m (£23.17m) to the total.

The tax charge was up from 2.7m to 2.9m, and there was an extraordinary debit £1.06m (£nil) being a deferred tax provision, which was met by a transfer from reserves. The company quotes its earnings per share as 5.8p against an adjusted 5.59p. Amstrad has close company status.

For the coming season, Amstrad has introduced six new audio units varying in price from £139 to £199 retail, incorporating some innovative features. These have been very well accepted by the company's customers and will be heavily advertised on television and in individual press during selling seasons.

After the downturn in the earlier part of 1984, the audio market now shows encouraging signs of recovery. Plans have been made to reduce the company's activities in VCR and large screen colour television for the forthcoming Christmas season.

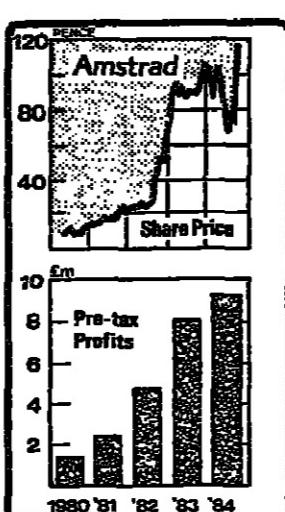
While these products still have a large market, there could be an over-supply this season and the company would be "more comfortable as an observer rather than a participant in what could become a price war."

Mr Sugar said this decision could be a temporary one, and where he will not endanger the product he will not endanger the company's cash flow "simply to impress the compilers of market share statistics."

The company's new CPC-464 64K home computer went on sale in June and was met by a strong response from the consumer market. It has been launched in the third quarter of 1985. These new projects will incorporate more sophisticated electronic technology and "keep Amstrad ahead of the market."

Exports increased to £10.8m (£1.5m) and signs are that they will increase rapidly in the next few years.

Earlier in the year the company acquired Europa Electronics, a wholesale distributor



600,000 units worldwide in the calendar year 1984, together with complementary hardware to complement the machine.

There are "exciting plans under development in this sector" for the year, with the company launching in the third quarter of 1985. These new projects will incorporate more sophisticated electronic technology and "keep Amstrad ahead of the market."

Exports increased to £10.8m (£1.5m) and signs are that they will increase rapidly in the next few years.

Earlier in the year the company acquired Europa Electronics, a wholesale distributor

catering for independent retail outlets. It will continue to distribute the company's products, together with those of other manufacturers, to their traditional outlets.

Amstrad International (Hong Kong) and Amstrad SARL in France traded profitably during the year, with Amstrad Hong Kong contributing significantly.

● comment

Amstrad's reputation for fleetness of foot in the popular and of consumer electronics saw it comfortably to a maiden rights issue last May, when it raised £12.5m mainly in order to finance the launch of a home computer.

Although that project seems to be going according to plan—the product is in the shops and winning some friends in the trade—Amstrad's wider business has meanwhile run into a rather sticky patch. Second half profits overall were down 20 per cent on the previous year, thanks to price warfare in VCR's and large TVs, and the shares have been struggling to regain their 50p right price.

Yesterday, Mr Sugar continued to insist that in his view the market is still in a recovery phase.

Earlier in the year the company acquired Europa Electronics, a wholesale distributor

Elswick Hopper rights and subscription

AT THE same time as amounting a £94,000 increase to £283,000 in the half-year losses, Elswick Hopper, bicycles, farm equipment and engineering group, has undertaken a rights issue and subscription for convertible preference shares which are expected to raise around £250,000 net.

The proceeds will enlarge the capital base of the company and will enable it with the benefit of additional management, to take advantage of future opportunities. The net proceeds of the issue will initially be applied in reducing the company's bank indebtedness.

Over recent years all divisions of the company and its subsidiaries have encountered difficult trading conditions and steps taken to offset these problems have not been as successful as hoped.

Reorganisation has been carried out, especially in the cycle division, and although the company expects benefits to accrue in due course, the associated costs of these measures have been substantial. Major cost savings have been made to contain borrowings, but these remain unacceptably high.

Recognising the need to strengthen its management, the company approached Mr E. W. Cross, the chairman of Brenton Cycles International, with a view to him joining the board and this approach has resulted in the agreement for which it now seeks shareholders' approval. In addition to Mr Cross—who will become executive chairman—it is proposed that his son, Mr D. A. Cross, Sir Peter Llewellyn and David Farmer, will join the board.

The company plans to issue 473,830 new convertible cumulative redeemable preference shares 1982-84 of £1 each to

shareholders by way of rights at par, on the basis of one convertible preference share for every 20 ordinary shares held at the close of business on October 5 1984.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into a conditional agreement with Gaensel Investments International, a company associated with Mr H. W. Cross, whereby Gaensel will, inter alia, subscribe for 550,000 new convertible preference shares at par.

The company has also entered into

UK COMPANY NEWS

Caparo confident of passing £2m

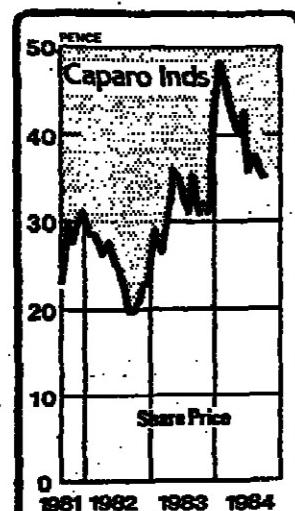
Caparo Industries yesterday sent out its formal offer document to Fidelity shareholders and released its interim statement showing a further improvement in taxable profits.

Although the £1.5m bid is recommended by Fidelity, Mr. T. Wilshire, its chairman, advises shareholders to tender their acceptances as close as possible to the October 24 closing date.

He also advises them not to sell their shares in the interim at or below the £25p cash offer. The reason for this is that Fidelity's acceptance of the Caparo offer is conditional upon no higher cash offer being received before the closing date. If the bid is successful then Caparo may sell its 16 per cent holding in Brown & Tawse which, with a guaranteed buyer already waiting in the wings, would release at least £4m of cash.

Caparo Group, which is the holding company, has offered 120p for each of the B and C shares, before any decision is made. Caparo Industries will instruct its financial advisers, Kleinwort, Benson, to seek other offers.

Over the first six months of 1984, Caparo Industries engaged in merchandising of industrial products, engineering and scrap products, achieving taxable profits up by £581,400 to £1.2m. turnover well ahead at £581.5m, against



£29.57m. Interest charges took

£206,000 more at £94,000.

Shareholders are getting a 0.1p dividend to 0.75p in their interim dividend and are told by Mr. Wilshire that shareholders can expect for the full year should be well ahead of the £1.93m achieved in calendar 1983.

He assures shareholders that Caparo's first major step into the high technology field through the proposed acquisition of Fidelity is in no way diminished by the enthusiasm or ambitions for the industries in which we

have already invested."

Mr. Paul expects the projected full year improvement to be attained in spite of the miners' dispute and with the exclusion of any contribution from Fidelity.

The miners' strike had a significant adverse effect on Walton's fabrication business, and to a lesser extent on the forklift truck companies, in the first half which resulted in an overall loss in profits of £160,000, which could rise to £600,000 if the dispute continues through to the year-end.

A split of pre-tax profits shows that trading operations produced £856,000 (£206,000) and Investments contributed £64,000 (£34,000).

● comment

From the shareholder's viewpoint, these figures are overshadowed by the structural changes at Caparo, and the proposed Fidelity takeover in particular. The Fidelity deal cannot be seen as certain given the pointed way in which the chairman has chosen to leave the door open to other offers, but it does seem likely; in which case, on the basis of a 65 per cent holding in Fidelity, Caparo's gearing net of the Brown & Tawse sale would be getting on for 75 per cent. This would make it easy for Caparo to plan the near future to maintain its active programme of share



Mr. Swraj Paul, chairman of Caparo which yesterday sent out its formal offer document for Fidelity

Rigby cash call for product development

Rigby Electronics is raising approximately £220,000 after expenses via an eight-month rights issue of 900,500 shares to fund completion of the development of new high technology products, for which "substantial markets" have been identified.

Harvard Securities, which originally raised funds for Rigby in January, underwriting the rights and will make a market in the shares which are being offered at 25p each. Dealings are expected to begin on October 29.

In addition to the cash call, Rigby announces that it made £104,000 before tax in the year to end-June 1984. This compares

Bids and deals and mining news, Page 26

with a projected £85,000 when 1.6m of its shares were placed at 15p each in January.

Rigby has acquired the rights to one piece of technology and developed another both of

which it says promise to have

a "tough pessimistic" future.

Mr. R. Barton, which accounts for a sizeable £3m of capital employed, is solidly back in the black to the tune of some £300,000 pre-tax in the first half.

As a straightforward engineering conglomerate, though, Caparo would have a rather staid appearance than before.

● comment

Dealing and acquisition, thereby leading to a suspicion in the market—warmly denied by Caparo—that the action might now switch to Fidelity as a takeover candidate, could be

too much of a stretch.

It is, however, a good bet that

the market will be

more inclined to take a look at

the shares looking very expensive but many investors are happy to ignore such measures in Sound Diffusion's case and so far the shares' performance has not disappointed them.

Sound Diffusion already ahead of 1983 earnings

Sound Diffusion achieved more profit in the first six months of this year than it attained in the whole of calendar 1983.

The taxable result amounted to £25,69m, which compares with £23.1m for the corresponding period and £36.6m for the last full year. It was achieved on turnover slightly more than doubled at £10.24m against £5.06m.

The company is engaged in the installation of communication and security systems in hotels, hospitals, nursing homes, offices and factories.

Commenting on second half prospects, Mr. Stonor says that from July to the end of September the company normally experiences a general fall in new business intake due to the holiday season.

He adds, however, that up to the end of June the company had not experienced any effects which could be attributed to the miners' strike. He said: "I believe that the level of general business confidence will not be found to be deteriorating due to the prolongation of the strike. The last three months of the year is the company's busiest period.

Bids and deals and mining news, Page 26

Earnings per share rose from an adjusted 1.87p to 4.1p; as usual there is no interim dividend.

● comment

Companies which regularly double their profits are generally greeted with a fair degree of

City scepticism and Sound Diffusion is no exception. Yet its share price still rides on a very fancy rating even if, as the company suggests, mainstream corporation tax is totally ignored. Assuming pre-tax profits come out around £12m the prospective p/e (on a minimal tax take) is 18.6 at 1985. Assume a 35 per cent tax rate and the multiple soars to 28. In fact the company can hardly wait for the world to wake up. How it strikes a balance between lease-type sales and its own account rental has an immediate, and very important, impact on profits. The company's stated policy is to sell enough on a lease basis—to generate substantial front-end profits—to generate enough cash for its own account rental investment. Companies which ignore such measures leave the shares looking very expensive but many investors are happy to ignore such measures in Sound Diffusion's case and so far the shares' performance has not disappointed them.

Galliford £0.7m lower but pays 1p more

FOLLOWING THE 50.56m drop to £1.01m at midyear, Galliford, construction and engineering group, fell further in the second half to a final year's profit of £2.18m against £2.88m.

The company has, however, made a promising start to the current year and the final dividend for 1983-84 is raised from 2.3p to 3.3p net, making a higher total of 4p (3p) per share.

The directors report that discussions which might have led to an offer for Galliford have been discontinued.

Most group companies traded at a satisfactory level of profit.

Turnover for the 12 months

rose by £4.1m to £72.78m. Tax charge was £462,000 (£364,000), minorities added £25p and extraordinary debit increased from 25p down on the day at 58p. In themselves, the

figures were much as expected; perhaps the main influence on the price was the very generous dividend.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

figures were much as expected; perhaps the main influence on the price was the very generous dividend.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95p.

Mr. Donald Mills, the group managing director, is to retire at the end of 1984. He will be succeeded by Mr. Bert Crookshank, who is at present in charge of Galliford's successful building division.

● comment

The behaviour of Galliford's share price yesterday was a touch puzzling. Having plunged 52p on the news that the still mysterious would-be bidder had cried off, it then recovered to close a mere 5p down on the day at 58p. In themselves, the

were stated higher at 7.09p, against 6.95

UK COMPANY NEWS

MINING NEWS

Turner & Newall steps out of its banking lifeboat

BY ALEXANDER NICOLL

Turner & Newall, the automotive and industrial components group, yesterday stepped out of the banking lifeboat which rescued it in 1982 from heavy losses and problems over its asbestos products.

The emergency credit arrangements went into place 19 months ago by its bankers, led by National Westminster, were due to expire at the end of this year, but Turner's recovery enabled an early release.

Turner said normal and unsecured banking arrangements were resumed yesterday with National Westminster, including overdraft and term loan facilities. The change frees Turner's assets, which had been pledged to the banks under the rescue

part. Under the chairmanship of Sir Francis Toms, Turner returned to profitability after reporting a pre-tax loss of £18m in and a net loss of £72m for 1982 on sales of £821m. In 1983, it had a pre-tax profit of £12.5m on sales of £488m, an aim first set in 1984 the previous year, was £9.5m on turnover of £21m.

The group is still burdened with asbestos litigation, especially in the U.S., but it has developed asbestos substitutes for many of its products.

Borrowings fell sharply last year, mainly as a result of the sale of a minority holding in Chemicals of the U.S. Yesterday Turner's share price rose 4p to 97p.

West Coast base for Saatchi & Saatchi

Saatchi & Saatchi, Britain's biggest advertising agency, is expanding its U.S. presence through the acquisition of a California agency, Cochrane Chase Livingston, and buyers of \$50m in 1983, and in the 12 months to June 1984 its turnover rose 25 per cent. Its expertise is in consumer products and services, high technology and medical products.

Following the initial payment, the \$10m cash will be paid in January, depending on satisfactory income in 1984, and further payments will be based on a formula relating to 81 times average after-tax profits between 1984 and 1989. Operating profits in the year ended June 1984 were \$1.03m, and net tangible assets were \$817,000.

Chubb rejects £179m bid

Chubb, the security company, yesterday rejected Tuesday's revised and final £179m bid from Racial Electronics, the communications and defence technology group.

Noting the absence of a cash alternative, Chubb said it remains "firmly of the opinion that the Racial bid lacks commercial logic and that the modest revision of the terms still clearly undervalues Chubb, its name and prospects, particularly in the light of Chubb's recent profit

projections." It advised shareholders to take no action.

William Rand, Chubb's chairman, informed his counterpart at Racial, Sir Ernest Harrison, of yesterday's board decision, which had been expected.

Racial, which holds 4.9 per cent of Chubb, offering £6 worth of loan stock plus three shares for every five Chubb shares, and valued each £1 nominal of the loan stock at 113p. Chubb shares rose 2p yesterday to 282p and Racial gained 2p to 263p.

Matthews dispels bid rumours

Lord Matthews, chairman of Fleet Holdings, went some way yesterday towards dampening down takeover speculation about the newspaper group.

Lord Matthews was pleased with current progress "at the moment it is going very well," he said. But the group, which was looking to a 10-12 per cent improvement this year, confirmed that any escalation of the miners' dispute could push it off course.

CPS sells loss-makers

CPS Computer Group, a USM-quoted company based in Warwick, yesterday announced plans to sell two loss-making subsidiaries. Mr Edward Robbins, who founded CPS in 1972, will cease to have an executive position on its board.

CPS also said it has acquired Lamex, a software company specialising in IBM Systems 36 and 38, for £243,500 from its owners, Mr Ian Lappin and Mr Walter Mathewson. They will continue to run Lamex.

The two subsidiaries being sold, CPS Data Entry International and CPS Computing, had

combined losses of £149,000 in the year ended September 30 1983 and are estimated to have performed similarly in the year ended August 31.

CPS said their disposal would allow it to concentrate on mainstream activities in the sale and lease of computer equipment. Lamer will be acquired for £63,500 in CPS shares, with the remainder in cash. It is in two parts: Lamex Commercial Computer, with pre-tax profits of about £50,000 in the year ended August 31 and Lamex Computing Services had pre-tax profits of £8,000 in the year ended February 28.

THE IRISH Government is considering proposals to bring to production the lead and zinc deposits belonging to Bula Mines at Navan, County Meath, after years of controversy, reports Eamonn Keenan from Dublin. The problem facing ministers is to decide whether, with accumulated debts of over £20m (£18.4m) and start-up costs of at least £160m, the project can be commercial.

Bula has been searching for partners with the necessary financial resources and financial strength. Current talks involve the U.S. Chevron, with the Austrian Voest-Alpine or the Finnish Outokumpu as the likely operator and smelter of the concentrate.

Chevron has been showing interest in Irish mining projects and is reported to have made an attempt to acquire Tara Mines which operates the larger parts of the Navan orebody and is now showing good results after heavy losses in its early years.

Any Bula go-ahead would have to involve fresh equity from the Government which has already invested £12.5m to acquire 49 per cent of Bula. It is suggested that a further investment of this magnitude, along with Government guarantees, of up to £200m would be necessary to persuade foreign companies to

get involved in bringing the mine to production. This will be a difficult decision at a time of economic stringency.

The rights to the Bula ore were acquired by three prominent Irish business families in the early 1970s and since then, headed by managing director Mr Michael Wymes, they have been endeavouring to maintain control and begin mining.

Planning permission for open cast mining was refused and the company almost failed when Northerm Bank Finance Corporation (a Midland Bank subsidiary) sought £1m for which the directors had given personal guarantees last year.

Bula now has permission for

underground operations which, Mr Wymes believes, makes the project commercially viable. The situation is complicated by the ill-disguised hostility between Bula and Tara. The latter is known to believe that the Bula project on its own cannot be profitable and a subsidiary of the powerful Noranda group, Tara's views have influence.

The attraction for the Government in starting the mine would be the possibility of a return on its investment, the creation of 300 jobs and foreign earnings of up to £100m a year. The remaining would be income to one part of Tara's operations, which would be less risky but bring no early benefit.

BIDS AND DEALS IN BRIEF

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

* * *

JOBS COLUMN

Squirrels • Latest executive pay indicators

BY MICHAEL DIXON

BRITISH industry is being taken over by squirrels, if we are to believe the latest Reward survey. It says that companies' sales, financial, personnel, commercial strategy and marketing activities are increasingly dominated by a new breed of "acquisitive" managers bent on stocking themselves up for the future.

They are determined to build personal financial security for themselves and their families outside their service contracts and pension entitlements, and can see that earning and investing cash is the way to do it.

Consequently, while not averse to bigger company cars and suchlike symbols of swelling status, they are far keener to have "salary increases, bonuses, stock options, and other rewards which are paid in cash or near cash."

How to keep and motivate them is going to be a constant problem for chief executives and personnel directors over the next decade, the survey reports. Which seems only fair. After all, it was the chiefs who set the grab and gather trend on its way by unilaterally abolishing the tradition that a company owes loyalty to staff who have served it well, and so vice versa. The squirrels, as it were, have come home to roost.

Most senior manager below rank of director* in:	Lower quartile		Median		Upper quartile	
	Basic salary £	Total money reward £	Basic salary £	Total money reward £	Basic salary £	Total money reward £
Scientific department	15,000	15,000	18,034	18,296	22,950	23,100
Finance and accounting	15,000	15,445	17,500	18,000	21,050	22,025
Marketing	14,000	14,151	16,311	16,775	19,082	19,244
Company secretarial	13,583	14,120	16,443	16,530	18,500	19,246
Computing	13,480	13,574	16,000	16,000	18,000	18,000
Research and development	12,979	13,037	15,000	16,000	18,000	19,000
Management services	12,525	12,705	15,121	15,275	18,448	19,500
Personnel	13,000	13,387	15,000	15,437	18,200	19,000
Sales	12,806	13,318	15,000	15,360	18,400	18,755
Engineering	12,488	12,523	14,500	14,750	17,500	18,525
Production	12,000	12,576	14,364	14,498	17,500	17,000
Administration	12,573	12,749	13,500	14,075	—	16,000
Purchasing	10,933	11,148	13,000	13,000	—	14,790
Quality assurance	10,658	10,750	12,705	12,718	11,842	11,992
Distribution and transport	10,500	10,500	—	—	15,252	15,928
All top-rank managers	12,000	—	15,420	—	14,500	—

* In smaller companies could rank as director, otherwise reporting directly to Board level.

Whether that is a good thing, I'm not sure. When it comes to running industry, I suppose squirrels are preferable to sloths, skunks and snakes in the grass, not to mention nuts. But squirrels are not well known for their ability to work as a team or willingness to put their interests ahead of their own where necessary. If it would surely be better if industry were run by human beings, who are able and willing to accomplish both if they are encouraged to do so, rather than simply to look after Number One.

The pay indicators in the table alongside come from the same survey. It was compiled in the summer from nearly 14,000 pieces of information contributed by more than 600 different companies in Britain.

My figures are but a small extract, referring only to managers ranked immediately below director in their particular specialism although in small concerns they could be on the board while doing essentially the same kind of work. Anyone seeking more information should contact Bill Couldry of Reward at 1 Mill Street, Stone, Staffordshire ST15 8BA; telephone 0785 814554.

The left-hand two columns of figures give first the basic salary and then the total rewards received in cash of the lower quartile manager who

would come a quarter way up from the bottom in a ranking by pay of all doing similar work at the same rank. The total rewards include all pay in money such as bonuses, but not estimates of the annual value of perks like company cars.

The next four columns refer to the median executive who would come half way in the ranking in each case. The first two give salary and total rewards as shown by the latest survey, and the other pair in brackets are corresponding figures from the survey 12 months previously. The last two columns give the latest figures

for the upper quartile executive who would come a quarter way down the ranking.

Before readers compare their position with the indicators and no salary survey can provide more than a rough guide—they need to make certain adjustments to the table's figures.

To compensate for the time lag between collecting the data and publication, Reward recommends that all the figures should be increased by 1.6 per cent. Adjustments are also required according to the location of the company and its size in terms of turnover and numbers employed.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater London Council area by 20.2 per cent, eastern counties and Scotland by 3.8. Lower—south-east by 0.4 per cent, north-east by 2.5 per cent, south-west by 4.8, north-west by 7.4, and west Midlands by 13.3.

Differences from the £15,200 overall median by company turnover were: Higher—sales of £40-£100m by 14.3, and £15-£40m by 8.0. Lower—£15m by 5.8 per cent and up to 600 by 1.2 per cent.

Compared with the overall median basic salary of £15,200, the medians for different regions varied as follows: Higher—Greater

**Appointments
Wanted**

**Graduate/Economist
Qualified Banker**

Raised Clearing Bank Assistant General Manager (International) has concluded Planning, Marketing projects for European Bank and now seeks similar commissions.

Career planning/adm./banking/marketing/European Bank Directorships.

Write Box A8760, Financial Times
10 Cannon Street, London EC4P 4BY

ACTIVE 50 YEAR OLD

completing 5-year assignment
as a top executive. International experience includes Banking, Trading, Insurance, Property. Accustomed to constant travel.

Write Box FB310, Financial Times
10 Cannon Street, London EC4P 4BY

**U.K. EQUITY MARKET
MAKER**

Seeks position with City institution to take up or expand market capability.
35-year-old Stockbroker — former career journalist — seeks position as a top executive in a highly quoted company.

Write Box A8760, Financial Times
10 Cannon Street, London EC4P 4BY

Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE and SHEFFIELD

Managing Director (Designate)

**Sophisticated Personal Financial Services Company
South Coast,
initially to £30,000 with substantial potential**

This vacancy arises in a subsidiary of a respected UK and International Group through promotion of the present incumbent. It carries responsibility for a unique company that creates, markets and administers services and products, mostly life assurance related. Over 50,000 policies were sold last year through an effective marketing network and funds under management now amount to over £70 million. Candidates, ideally aged under 40, will have a good general education and a record of achievement that includes marketing and line management experience predominantly in the financial services industry. They will be strongly entrepreneurial and profit orientated and show the leadership capability that gains and keeps the respect of both senior management and a highly competent staff. Appointment to the Board is expected at an early date and outstanding performance will be rewarded through the parent company's executive share option scheme.

I.L. Duff, Ref: 18065/FT Male or female candidates should telephone in confidence for a Personal History Form 01-734 6852, Sutherland House, 56 Argyl Street, LONDON, W1V 1AD.

Project Finance

Balfour Beatty is a major international construction group with an annual turnover approaching £700m. An opportunity has arisen to join a small team in the Project Finance Department, based at the Group's Head Office near Croydon.

Responsibilities will include preparation of financial packages; advice to operating Company management; and negotiation with overseas clients, Banks and ECGD. Overseas travel will be in the region of 30 to 60 days per year.

Applicants, preferably under 30, should have at least three years' active involvement in either export finance or the commercial/legal side of export contracts. Experience of negotiating overseas, especially in Third World countries, would be particularly relevant.

Applicants should send brief career history and personal details to Brian Mason, Mason & Nurse Associates, 1 Lancaster Place, Strand, London WC2E 7EB.

Balfour Beatty
THE INTERNATIONAL ENGINEERING
AND CONSTRUCTION GROUP

Chief Economist

Based in Reading. Audible in Westminster.
Up to £22,380 p.a.

Thames Water manages all water services for over 12 million people in a region covering 5,000 square miles and including the whole of London. These dimensions, together with an annual revenue of nearly £500 million make it the largest operation of its kind in the world.

Roy Watts, who joined the Authority as Chairman in October last year, has embarked on a vigorous and radical re-organisation programme which will give Thames Water a structure akin to that of a commercial concern—and eventually much the same culture as well.

One of the most tangible results of these moves has been the formation of the Corporate Strategy Group which has a substantial part to play in interpreting Government policy and objectives, particularly in relation to pricing and external financing.

Our purpose in appointing our first-ever Chief Economist is to ensure that our dialogue with the Government on the development and modification of that policy is as fruitful as possible.

At the same time, we need to find a man or woman who can make a high-quality contribution to our own corporate plan.

Thames Water

First and foremost, we're looking for an economist whose exceptional intellectual ability initially manifested itself in a good economics degree and a related second degree, such as MBA. In terms of outlook, he or she will be commercially orientated, but must also have worked in an environment that has given them direct experience of the impact of government policy on the economic strategies of individual organisations. We're also looking for someone whose ability to explain, impress and persuade far outstrips the customary definition of good communications skills, and who is unusually sensitive to the political nuances of any situation.

But an equally motivating factor will be the opportunity to be directly instrumental in the making of key policy decisions, instead of simply advising from the sidelines.

For further information and application form and job description please contact Geoffrey Millin, Head of Corporate Strategy, Thames Water, Nugent House, Vastern Road, Reading, RG1 8DB or ring Reading 593258.

Business Development

25 — 30 Scotland
c£17,500 + car

An exceptional career opportunity has arisen in one of the U.K.'s most rapidly expanding companies to work with the Director responsible for Group development.

The role involves investigating and evaluating business development opportunities as well as contributing to the formulation of corporate development plans. An additional feature of the appointment is the requirement to establish a representative European office for one of the Group's

relocation companies based in the Far East.

In addition to sound analytical skills, candidates — male or female — should be capable of understanding the characteristics of a wide range of business enterprises and must be able to undertake assignments which

involve commercial discussions with third parties. They should be qualified at graduate or professional level in one of the recognised business disciplines and have relevant experience in industry, together with the ability to think creatively as well as systematically.

Salary will be pitched to attract the calibre of person required and an excellent benefits package includes relocation costs.

Write or telephone for an application form or send detailed c.v. to Douglas Kinnaird, as advisor to the Company, at the address below, quoting reference number A896/8912/FT on both letter and envelope. No details are divulged to clients without prior permission.



PA Personnel Services

Fitzpatrick House, 14/18 Cadogan Street, Glasgow G2 6QP
Telephone: 041-221 3954 Telex: 779148

COMMERCIAL AND POLITICAL RISK CONSULTANTS LTD

EXPORT CONSULTANCY

Commercial & Political Risk Consultants Ltd, a member of the Hogg Robinson Group, advises industry and commerce in the U.K., the U.S.A. and elsewhere on the problems of overseas projects and how to cope with them. Such advice includes the analysis of commercial and political risks arising from differing types of contractual arrangements, including bonds, and proposals for their mitigation, the negotiation of ECGD and similar insurances and a guidance on financing methods and procedures.

We wish to add to our team a Consultant to specialise in the contractual aspect of this work. The successful candidate will be able (after familiarisation if necessary) to discuss contract conditions with exporters and advise on the use of contractual techniques to reduce their commercial exposures, to obtain protection under financing schemes and to ensure that full advantage is taken of credit insurance cover.

The successful candidate is likely to have a legal qualification and to have made use of it for some years in industry or commerce.

The starting salary is negotiable and the benefits of employment are excellent.

Please apply to:

R. S. Morris, Deputy Managing Director
Lloyd's Chambers
1 Portskewton Street, London E1 8DF

Marketing Analyst



Abbey Unit Trust Managers has established an impressive record over the last two years in marketing and managing a wide range of Unit Trusts. There are ambitious plans for future growth.

Reporting to the Marketing Manager the Analyst will be responsible for researching, analysing and interpreting the performance of Unit Trusts and other savings market-related promotional purposes. He/she will assist with market research projects and the development of new products.

Candidates must be numerate, of graduate calibre and aged around 25 with good powers of communication. They should have experience of market analysis, ideally gained in a finance related business.

An attractive salary is negotiable and benefits include non-contributory pension, free season ticket and mortgage subsidy. Please apply in confidence with full personal, career and salary details, quoting ref. 110/3/FT, to Charles Barker Management Selection International Ltd., 30 Farrington Street, London EC4A 4EA. Telephone: 01-634 1148.

CHARLES BARKER
SELECTION-SEARCH-ADVERTISING

EUROBOND SALES

From £25,000

Basic
C. London

BUSINESS ANALYST

c £16,000

City

CONTROLLER DESIGNATE

To £15,000 + Car

City

COMMERCIAL FLAIR

c £14,500 +

Benefits

S.W. London

PROJECT ACCOUNTANT

c £14,000

Surrey

YOUNG ACA

c £14,000

S. London

Our client is a well known Investment Bank. It seeks to strengthen its presence in the Eurobond Market by the appointment of 3 highly motivated Eurobond salesmen/women. An appreciation of all capital markets, entrepreneurial flair and the ability to work under pressure are essential. The positions carry an incentive bonus package. REF. M.H.

A "high profile" role with a leading institution which offers considerable scope to develop commercial and technical skills. Applications are invited from ACA's aged 26-30 who have trained with large professional firms, can demonstrate an awareness of Stock Exchange matters and the ambition to progress in a fast moving environment. REF. R.S.L.

This newly created position with an expanding commercial group will offer a young ACA the facility to develop line, management reporting and systems development skills. The role is specifically designed to groom the successful applicant for progression to general management within the medium term. There will be some overseas travel. REF. M.H.

A substantial retail organisation requires a young, decisive, commercially aware Accountant with good EDP skills. The successful individual will spearhead a systems development exercise designed to speed up the flow of management information and highlight profitability. Applicants should be young Accountants with excellent communications skills and the ability to influence general management. REF. R.S.L.

A career orientated position at the "financial nerve centre" of a leading international group. You will be responsible for co-ordinating a range of financial and management information, monitoring profitability levels and acting as a financial adviser to subsidiary companies. The position is ideally suited to a recently qualified ACA. REF. M.H.

A unique and varied career opportunity offering rapid progression into senior line management. Ideally you will be a young ACA with an awareness of modern EDP techniques and seeking a broadly based role as you move out of the profession. Our client is an autonomous division of a "blue chip" group. REF. R.S.L.

HUDSON SHIRIBMAN

The complete financial selection service

College Hill Chambers, 23 College Hill, London EC4R 2RT. Tel: 01 248 7851/8 (24 hours)



Corporate Finance

Jonathan Wren & Co. Ltd. has a strong record of success in the area of Corporate Finance Executive and trainee recruitment, particularly with the Accepting Houses and international Merchant Banks.

We are most interested in meeting A.C.A.'s and solicitors who have recently qualified or who have 2 years post qualification experience in merger and acquisition work, new issues etc. in a bank and who seek more challenge at managerial level, with the opportunity to develop to senior executive positions.

Please contact Peter Latham or David Grove on 01-623 1266 or in writing, enclosing an up-to-date curriculum vitae.

Jonathan Wren and Co., 170 Bishopsgate, EC2M 4LX. Telephone 01-623 1266

Jonathan Wren
BANKING
APPOINTMENTS

Top Executives

earning over £20,000 a year

Can you afford to waste nearly £2,000 a month in delay? Minster Executive specialises in solving the career problems of top executives. The Minster programme, tailored to your individual needs and managed by two or more partners, is your most effective route to those better offers, 75% of which are never advertised.

Our clients have an impressive record of success; many blue chip companies retain our services in the redeployment of their people. Telephone or write for a preliminary discussion without obligation—or cost.

MINSTER EXECUTIVE LTD
28 Bolton Street, London W1Y 8HB. Tel: 01-493 1309 / 1085

جامعة الملك عبد الله

NEW YORK STOCK EXCHANGE	30-32
AMERICAN STOCK EXCHANGE	31-32
U.S. OVER-THE-COUNTER	32, 40
WORLD STOCK MARKETS	32
LONDON STOCK EXCHANGE	33-35
UNIT TRUSTS	36-37
COMMODITIES	38
CURRENCIES	39
INTERNATIONAL CAPITAL MARKETS	40

SECTION III - INTERNATIONAL MARKETS

FINANCIAL TIMES

Thursday October 4 1984

WALL STREET

Bank's loss heightens nervousness

NERVOUSNESS on Wall Street ahead of the round of quarterly results from U.S. industry and commerce was heightened yesterday by another round of bad news from the banking sector, writes Terry Byland in New York.

The disclosure that First Chicago will turn in a loss of \$70m this quarter, which followed on the heels of an analyst's cut in earnings estimates for Citicorp, sent bank shares spiralling downwards and unsettled the rest of the market.

After falling by more than seven points in the first hour, the stock market rallied, with banking stocks recouping part of their early losses.

The bond market turned down later, however, on disappointment with the absence of any intervention by the Federal Reserve Board, and stock prices, additionally discouraged by Commerce Department statistics on industrial progress, soon followed suit.

The Dow Jones industrial average ended a net 8.50 points down at 1,182.86, while turnover, at 93.1m shares, was the highest for a week.

Treasury bill rates dipped as some credit market investors moved towards

securities offering greater safety than commercial paper. Rates on bank certificates of deposit were also lower, although this reflected a lack of new supply rather than any willingness to buy bank paper.

The banks were said to be funding themselves in the Eurodeposit markets rather than in the U.S. domestic credit sector. A lower Federal funds rate helped steady New York's short-term credit market, and the Federal bond market showed little change in early trading.

In the stock markets First Chicago, suspended for one hour after the board statement, later traded at \$204, a fall of \$2, with more than 1m shares hurriedly changing hands.

Also making a delayed start, Manufacturers Hanover rallied from an opening \$27 to show a net fall of \$4 to \$28.50 after the board stated that funding was continuing "in the usual fashion" and that third-quarter results would compare "favourably" with last year.

Citicorp, which fell by more than \$1 on Tuesday evening after Mr Lawrence Cohen of Dean Witter cut his estimates for both third-quarter and full-year profits, dipped to \$34 yesterday before rallying to stand unchanged at \$35. About 1m shares in Citicorp were traded so far this week.

Other casualties were Bankers Trust, \$5 down at \$49, J. P. Morgan, \$4 down at \$70.70 after \$69. Chase Manhattan, \$4 off at \$42.40, and BankAmerica, \$4 lower at \$17.40.

Other financial sector stocks turned easier with the banks, but industrials presented a mixed appearance at mid-session.

The latest sales figures from the in-

dustry left motor issues a shade off. GM gave up \$4 to \$77.40, and Ford at \$44 lost \$3.

IBM at \$122 added \$4, and in a quiet oil sector, Atlantic Richfield put on \$4 to \$52.40 on turnover exceeding 1m shares.

Union Carbide, \$4 up at \$49.00, Monsanto, \$4 higher at \$45.75, and Dow Chemical, \$4 better at \$27.75, were all firm spots.

Amid a scattering of boardroom statements, Corning Glass eased \$4 to \$65.00 on warning of a \$13m charge on earnings, and Rorer, the health product group, fell \$2 to \$30 after a slide in profits. With third-quarter earnings flat, Winn-Dixie stores improved by \$4 to \$31.40. Consumers Power, the utility group, was \$4 off at \$44 after passing the dividend.

In the credit market, a dip in the Federal funds rate to 10% per cent helped offset the effects of the banking worries. The normal bank settlement operations kept the trading desks busy.

The key long bond closed at 100 1/2, a net fall of 1/2. In municipals, prices rose by about 1/4 from recent falls, which were prompted by a heavy supply calendar.

LONDON

Concern on debt comes into focus

RENEWED concern over the international banking scene came into focus in London, following First Chicago's increased provision for loan losses coupled with Nigeria's rejection of the IMF conditions for a \$2.5bn loan.

Sentiment was reversed with longer-dated Government securities surrendering early gains of 1/2 and closing fractionally lower on balance. Leading shares settled well below their best levels, with the FT Industrial Ordinary share index closing 1.2 down at 857.4, having been 5.8 up at 3pm.

Industrial shares were not too badly affected by the overseas events until the after-hours trade. Confirmation that TI, the large engineering concern, was having problems with its Raleigh cycle business, which caused the group to issue a second-half profits warning, then upset TI, unsettled recently on rumours about trading prospects, dropped to 183p, falling 38p in highly nervous late trading.

Charter Consolidated regained some composure after this week's Johnson Matthey banking shock, regaining 10p to 230p. Johnson Matthey added 6p at 106p in the wake of the resignation of three directors.

Chief price changes, Page 32; Details, Page 33; Share information service, Pages 34-35

AUSTRALIA

LATE buying of blue-chip stocks and a stronger local dollar pushed prices higher in active Sydney trading. The All-Ordinaries index rose 3 to 741.9.

Analysts say a fall in the U.S. dollar is considered an important element in boosting commodity prices which are critical for the country's economy.

Nicholas Kiwi, a medicine and household products group, added a further 7 cents to AS4.72 on turnover of almost 700,000 shares, following confirmation that it plans to sell its overseas operations to Consolidated Foods of Chicago and form a new listed company.

BHP rose 10 cents to AS10.40, while Bell Resources and CSR each put on 5 cents to AS4.85 and AS3.14 respectively.

Castlemaine Toohays gained 5 cents to AS4.80 ahead of announcing, after trading closed, a 10.7 per cent rise in its annual profit.

SINGAPORE

LACKLUSTRE trading left Singapore to continue the downward drift which began on Monday. The Straits Times index slipped 3.85 to 881.79.

Boustead was unchanged at SS2.04 after announcing sharply higher annual profits, while Fan Electric rose 4 cents to SS3.32.

Falls of 5 cents were seen by Genting at SS5.25 and Straits Trading at SS5.15. Hotels, properties and commodities also eased.

SOUTH AFRICA

STRONG demand took gold shares sharply higher in Johannesburg as the bullion price continued firmer.

Some cheaper-priced issues, such as Western Areas up 65 cents at R9.30 and Elsburg 35 cents higher at R5.55, were among those to see substantial percentage gains. Randfontein ended R8 firmer at R207.50.

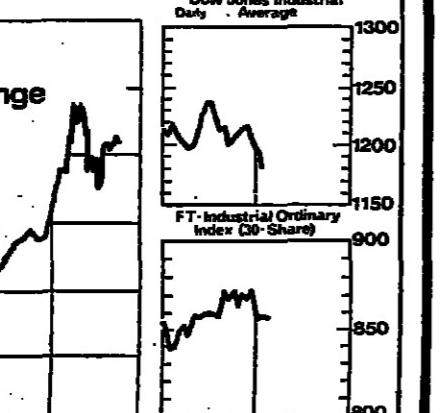
Gains among other miners were relatively small. Diamond share De Beers was up 3 cents at R8.85, and among platinums Rustenburg rose 20 cents to R15.60.

CANADA

LOSSES by banks, metals and oils in Toronto more than offset strong gains in the golds and forestry sectors.

Banks slipped slightly in reaction to Wall Street's nervousness about news that First Chicago is to make a large loan loss provision in the third quarter.

In a lower Montreal, utilities were firmer while industrials and banks suffered losses.



STOCK MARKET INDICES		CURRENCIES	
NEW YORK	Oct 3 Previous Year ago	U.S. DOLLAR	STERLING
DJ Industrials	1,182.86	1,191.36	1,231.3
DJ Transport	512.35	514.71	580.79
DJ Utilities	137.82	137.72	135.12
S&P Composite	162.44	163.59	165.8
LONDON			
FT Ind Ord	857.4	858.6	707.8
FT-SE 100	1,122.1	1,119.2	957.3
FT-A All-share	528.79	527.41	443.91
FT-A 500	574.59	573.41	452.79
FT Gold mines	580.5	588.6	544.8
FT-A Long gilt	10.31	10.30	10.43
TOKYO			
Nikkei-Dow	10,587.38	10,540.05	9,450.1
Tokyo SE	817.97	815.32	692.0
AUSTRALIA			
All Ord.	741.9	738.9	748.0
Metals & Mins	457.4	454.5	568.2
AUSTRIA			
Credit Aktien	55.51	56.35	55.1
SWEDEN			
Swedish SE	161.65	161.02	130.97
CANADA			
Toronto Metals & Mins	1,975.84	1,992.31	2,412.0
Composites	2,371.02	2,383.08	2,466.1
Montreal Portfolio	116.22	117.19	121.4
DENMARK			
Copenhagen SE	167.32	167.1	196.2
FRANCE			
CAC Gen	178.6	178.5	189.5
Ind. Tendance	115.9	115.9	89.2
WEST GERMANY			
FAZ-Aldien	362.03	362.88	317.28
Commerzbank	1,053.0	1,055.5	940.5
HONG KONG			
Hang Seng	closed	885.10	715.01
ITALY			
Banca Com.	215.39	214.35	193.51
NETHERLANDS			
ANP-CBS Gen	172.7	173.3	142.1
ANP-CBS Ind	134.6	134.6	115.0
NORWAY			
Oelo SE	246.41	251.53	205.22
SINGAPORE			
Straits Times	881.79	885.64	982.84
FINANCIAL FUTURES			
CHICAGO	Last	High	Low
U.S. Treasury Bonds (CBT)			
\$100 32nds of 100%			
Dec	66-20	67-09	66-18
U.S. Treasury Bills (TMB)			
\$1m points of 100%			
Dec	89.79	89.90	88.79
Certificates of Deposit (CDM)			
\$1m points of 100%			
Dec	88-69	88.85	88.57
GOLD (per ounce)			
(London)	Oct 3	Prev	
London	\$348.50	\$346.25	
Stockholm	\$348.50	\$346.50	
Tokyo	\$349.25	\$346.75	
Paris (Bourse)	\$348.85	\$345.08	
London (Forward)	\$348.15	\$345.00	
New York (FOMC)	\$346.00	\$347.20	
Gold Standard Silver			
(London)	Oct 3	Prev	
Gold	\$348.50	\$346.25	
Silver (spot fixing)			
Silver (cash)	\$1,031.75	\$1,032.50	
Copper (cash)	\$2,327.50	\$2,323.00	
Coffee (Nov)			
Oil (spot Arabian light)	\$28.77	\$27.80	
COMMODITIES			
(London)	Oct 3	Prev	

securities offering greater safety than commercial paper. Rates on bank certificates of deposit were also lower, although this reflected a lack of new supply rather than any willingness to buy bank paper.

The banks were said to be funding themselves in the Eurodeposit markets rather than in the U.S. domestic credit sector. A lower Federal funds rate helped steady New York's short-term credit market, and the Federal bond market showed little change in early trading.

In the stock markets First Chicago, suspended for one hour after the board statement, later traded at \$204, a fall of \$2, with more than 1m shares hurriedly changing hands.

Also making a delayed start, Manufacturers Hanover rallied from an opening \$27 to show a net fall of \$4 to \$28.50 after the board stated that funding was continuing "in the usual fashion" and that third-quarter results would compare "favourably" with last year.

Citicorp, which fell by more than \$1 on

Tuesday evening after Mr Lawrence Cohen of Dean Witter cut his estimates for both third-quarter and full-year profits, dipped to \$34 yesterday before rallying to stand unchanged at \$35. About 1m shares in Citicorp were traded so far this week.

Other casualties were Bankers Trust, \$5 down at \$49, J. P. Morgan, \$4 down at \$70.70 after \$69. Chase Manhattan, \$4 off at \$42.40, and BankAmerica, \$4 lower at \$17.40.

Other financial sector stocks turned easier with the banks, but industrials presented a mixed appearance at mid-session.

The latest sales figures from the in-

TOKYO

Bargain hunters spur rally

DESPITE the further overnight slide on Wall Street, share prices staged a sharp

rebound in Tokyo yesterday with high-priced blue chips and incentive-backed issues trading actively, writes Shigeo Nishiwaki of *Jiji Press*.

The Nikkei-Dow market average advanced 47.33 to 10,587.38, from the previous day's 11,3

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 3

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month Low		P/S		Chg/P 100s		Chg/P High		Chg/P Low		Chg/P Close		Chg/P Prev.		Chg/P 100s		Chg/P High		Chg/P Low		Chg/P Close		Chg/P 100s		Chg/P High		Chg/P Low		Chg/P Close	
Stock	Div. Yld.	Yld.	100s	High	Low	Close	Prev.	Close	12 Month High	Low	Stock	Div. Yld.	Yld.	100s	High	Low	Close	Prev.	Close	12 Month High	Low	Stock	Div. Yld.	Yld.	100s	High	Low	Close	
ACI	1.1	17	245	156	5	54	+ 3%	54	342	324	BanFB	Div. 31	10	19	28	28	28	28	+ 3%	277	292	Daph	Div. 30	8	10	54	54	54	MCOHD
ACIP	1.4	14	25	5	15	42	+ 2%	42	32	31	BanF	Div. 40	11	2	32	32	32	32	+ 2%	223	132	Dafis	Div. 25	16	18	46	46	46	MSA
ACLS	1.5	15	102	102	102	102	+ 0%	102	102	102	BanF	Div. 50	11	2	25	25	25	25	+ 0%	142	132	Dafis	Div. 24	11	10	47	47	47	MSA
AMC	1.6	15	128.9	11	14	48	+ 1%	48	128.9	11	BanF	Div. 50	16	8	25	25	25	25	+ 1%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATI	1.7	20	10	25	25	25	+ 0%	25	25	25	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATT	1.8	21	10	13	13	13	+ 0%	13	13	13	BanF	Div. 50	16	8	25	25	25	25	+ 0%	112	88	Dafis	Div. 24	11	10	49	49	49	MSA
ATTPl	1.9	22	30.17	17	13	32	+ 1%	32	30.17	17	BanF	Div. 50	16	8	25	25	25	25	+ 1%	112	88	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.0	23	141	132	132	132	+ 0%	132	132	132	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.1	24	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.2	25	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.3	26	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.4	27	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.5	28	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.6	29	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.7	30	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.8	31	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	2.9	32	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.0	33	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.1	34	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.2	35	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.3	36	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.4	37	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.5	38	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.6	39	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.7	40	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.8	41	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.9	42	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.10	43	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.11	44	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.12	45	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.13	46	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.14	47	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.15	48	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.16	49	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.17	50	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.18	51	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.19	52	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.20	53	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	49	49	49	MSA
ATM	3.21	54	15	15	15	15	+ 0%	15	15	15	BanF	Div. 50	16	8	25	25	25	25	+ 0%	102	132	Dafis	Div. 24	11	10	4			

Continued on Page 32

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Figures are unofficial. Yearly highs and lows reflect the 52 weeks plus the current week, but not the latest day. Where a split or stock dividend amounting to 25 or more has been paid, the year's high-low range and are shown for the new stock only. Unless otherwise

lend also extra(s). b-annual rate of dividend plus dividend. cliquidating dividend. ddividend. d-new yearly dividend declared or paid in preceding 12 months. g-Canadian funds. subject to 15% non-residence tax. l-declared after split-up or stock dividend. jdividend year, omitted, deferred, or no action taken at latest date. kdividend declared or paid this year, an accumulation issue with dividends in arrears. n-new issue in the weeks. The high-low range begins with the start of trade next day delivery P/E-price-earnings ratio. r-dividend or paid in preceding 12 months, plus stock dividend. split. Dividends begins with date of split. s-sales. t-paid in stock in preceding 12 months, estimated cash ex-dividend or ex-distribution date. u-new yearly high. v-halted vi-in bankruptcy or receivership or being reorganized under the Bankruptcy Act. or securities assumed by companies. wdividend distributed. mwhen issued. www-ex-dividend or ex-nominee. xtraordinary distribution.

WORLD VALUE OF THE DOLLAR

**every Friday
in the
Financial Times**

WORLD STOCK MARKETS

NOTES — Prices on this page are as quoted in individual exchanges and are last traded prices suspended. **xd** Ex dividend. **xc** Ex scrip issue. **xa** Ex all.

CANADA

Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	
TORONTO <i>Closing prices October 3</i>																							
2000	Abs Price	\$321	323	322	+ 1	3507	Dacon Dev	162	158	160	-	3100	MGS H A	\$189	183	188	+ 1	1100	Thom N A	\$451	452	450	
10050	Agnico E	\$174	17	17	- 1	2880	Danson A	\$181	181	181	-	6200	Medan H X	\$21	20	21	+ 1	16185	Tor Dr Stk	\$164	164	164	
8629	Al Energy	\$22	22	22	-	4880	Danson B F	\$171	171	171	-	3800	Merland E	\$51	51	51	-	1640	Torstar B F	\$159	159	159	
100	Alta Nat	\$105	105	105	-	3600	Devcon	\$123	124	124	- 1	3310	Motson A F	\$176	16	164	-	1305	Traders A F	\$184	184	184	
1732	Algo Cent	\$17	17	17	-	2900	Dickinson A I	460	455	455	-	400	Motson B	\$164	161	164	- 1	650	Time Mt	\$7	7	7	
1557	Algoma St	\$211	212	215	-	5000	Dickinson B	475	470	475	+ 15	1650	Murphy	\$241	244	244	+ 1	56	Timex Res	6	6	6	
400	Andrs Wk A	\$21	21	21	-	4000	Domes A	240	231	232	+ 2	6500	Nabucco L	\$229	224	224	- 1	100	Tremont Res	214	214	214	
933	Argoen	\$20	20	20	-	1342	Dofasco A	\$231	231	231	-	200	N Victoria	\$271	271	271	+ 1	29852	Trinova B	\$18	18	18	
471	Argus C pr	\$114	113	113	- 1	27810	Du Pont A	\$18	174	174	-	4533	Noranda	\$211	204	204	-	16569	Tremco C PL	158	158	158	
37	Asbestos	\$73	73	73	-	7426	Dylex A	\$231	29	29	- 1	73535	Norden	\$159	184	19	+ 1	71954	Timac	440	429	429	
14200	Atco L I	\$74	74	74	-	1	Echthorn X	310	310	310	- 15	13737	No Alia I	\$74	73	73	-	900	Totec A F	\$244	244	244	
537	BFI Canada	\$29	28	28	+ 1	71800	Equity Str	\$102	10	10	-	423	Nwaco W	\$226	227	227	- 1	45735	Turbo I	381	37	37	
4323	Bull N S	\$114	115	115	-	100	FCA Ind	\$17	17	17	-	16295	No-Whi A	\$77	76	76	- 1	100	Unicorp A F	\$57	57	57	
16255	Burnett	\$75	75	75	-	15200	C Falcon C	\$174	173	173	-	200	Oakwood	\$57	7	7	-	820	Un Carib	\$174	174	174	
6322	Burman R	\$85	475	480	-	31740	Rimbridge	\$80	80	80	-	1700	Oshawa A F	\$229	224	224	-	18330	Union Gas	\$114	114	114	
264	Bryant	\$53	54	54	- 1	1005	Fed Ind A	\$181	185	185	-	9750	Pamour	\$51	55	55	+ 1	1256	U Keno	\$124	124	124	
32700	Campland	\$17	165	165	-	5000	F Cay Fin	\$124	124	124	-	1300	PanCan P	\$284	285	284	- 1	1565	U Saco	185	185	185	
14119	CBF Corp	\$94	94	94	-	333	Gandis A	\$221	221	221	-	1583	Pine Point	\$251	252	252	- 1	800	Van Der	275	265	265	
12425	BC Phone	\$29	28	28	+ 1	5250	Geac Comp	\$125	125	125	-	1100	Poco GO D	\$55	55	55	-	550	Weldwood	\$159	159	159	
29100	Brunswick	\$173	173	173	- 1	2600	Gencorite	236	236	236	+ 1	43200	Pipes	\$151	151	151	-	6300	Westman	\$143	143	143	
3975	CCE	\$72	72	72	-	3100	Gibraltar	\$91	84	84	- 1	600	Pitco	\$152	152	152	+ 1	100	Woodford A	\$117	114	114	
24240	Comdev B F	\$66	66	66	-	7525	Goldcorp I	\$74	74	74	-	503	Co Starburg	o	56	56	56	18412	Total sales: 6,725,333 shares	6,725,333	6,725,333	6,725,333	
40495	Cod Frt	\$164	164	164	- 1	100	Goodyear	\$55	35	35	- 1	360	Ram Pet	\$7	7	7	-						
29700	C No West	\$30	29	29	- 1	16400	Grandma	\$80	55	80	+ 30	850	Raypath I	\$92	80	81	-						
1901	Car Trust	\$27	26	26	- 1	2050	Granite	42	42	42	+ 1	537	Repath	\$231	264	254	-						
100	C Tung	\$161	163	164	+ 1	2055	GL Forest	\$851	851	851	-	2670	Rd Scrabs A	\$111	111	111	-						
8424	Ct Et Cum	\$264	264	264	-	201	Greyhound	\$214	214	214	-	75	Reichhold	\$92	92	92	- 1						
1223	Cn Nat Res	31	25	25	- 6	2025	H Group A	\$61	61	61	-	1500	Rsl Serv I	\$80	80	80	- 1						
17952	Ctfr A I	\$10	95	95	- 1	4250	Heding A	\$181	175	180	+ 5	2043	Renv Pr A	143	140	140	- 1						
403	Cera	\$107	107	107	-	4250	Hawker	\$20	195	20	+ 1	1200	Roman	\$15	15	15	-						
11600	Celanese	\$74	73	73	-	600	Havex D	\$165	162	162	-	5108	Sobcor	\$65	64	64	-						
7701	Ct Dev A	\$64	64	64	-	2669	H Bay Co	\$193	193	193	-	1571	Sears Can	\$73	73	73	-						
1525	Ct Bta B A	\$10	10	10	-	8401	Imasco	\$461	404	404	-	16995	Shea Can	\$253	252	252	-						
2109	Convergys	\$38	375	385	+ 10	532	Indial	\$111	112	112	-	2200	Sherritt	\$72	72	72	-						
2020	Cossette A	\$35	33	33	+ 5	5104	Ingle	\$104	104	104	-	303	Sister B F	\$84	84	84	-						
2100	Corian A	\$104	104	104	-	1628	Inland Gas	\$149	143	143	- 1	5708	South	\$54	53	53	+ 1	12019	Bank Mont	\$234	23	23	
403	Crown	\$17	17	17	-	5000	Ingr Pipe	\$314	314	314	-	200	St Brodrics	\$111	111	111	-	2347	ConBath	\$147	147	147	
19200	Car Res	198	194	194	-	800	Jarmoc	\$111	111	111	-	8690	Streco A	\$256	227	226	- 1	764	DomTxD A	\$151	151	151	
100	CTB Bta	\$10	10	10	-	51	Keltech H	\$294	294	294	-	208	Steph R	\$10	310	310	+ 5	1100	MinTrel	\$11	10	10	
2009	Convergys	\$38	375	385	+ 10	365	Kerr Add	\$154	154	154	-	5026	Sulcan B F	\$430	425	425	- 1	6786	NatB Cds	\$123	123	123	
2020	Cossette A	\$35	33	33	+ 5	2020	Laher	\$20	20	20	-	500	Suncor pr	\$244	24	24	- 1	9200	Power Cpl	\$923	217	217	
403	Crown	\$17	17	17	-	26660	Loc Mart	\$331	331	331	+ 1	1062	Sydney Col A	\$105	105	105	-	300	Rollanda	\$159	154	154	
19200	Car Res	198	194	194	-	19900	Lucas	\$137	13	13	- 1	2010	Tek B F	\$104	104	104	- 1	14845	Royalstock	\$268	284	284	
100	CTB Bta	\$10	10	10	-	364	LL Lac	\$261	25	25	+ 2	800	Teledyne	\$59	59	59	+ 1						

AMERICAN STOCK EXCHANGE CLOSING PRICES

OVER-THE-COUNTER Nasdaq national market, closing prices

ENERGY REVIEW
– every Wednesday in the Financial Times

LONDON STOCK EXCHANGE

MARKET REPORT

RECENT ISSUES

TI Group weakness and adverse overseas banking news reverses early good advance

Account-Dealing Dates

First Dealing Last Account
Dealing Date Dealing Day
Sept 17 Sept 27 Sept 28 Oct 8
Oct 1 Oct 11 Oct 12 Oct 22
Oct 15 Oct 25 Oct 26 Nov 5
** News items' dealings may take place from 9.30 am two business days earlier.

Renewed concern over the international banking scene came into focus again late yesterday on the London Stock Exchange. This followed news of First Chicago Corporation's increased provision for loan losses coupled with reports of Nigeria's rejection of the IMF conditions for a \$2.5bn loan. Market sentiment was reversed to the extent that longer-dated Government securities surrendered earlier gains of 1 to close fractionally lower on balance, while leading shares settled well below the highest levels. The FT Industrial Ordinary share index ended 1.2 down at 857.4 after having been 858.5.

Prior to receipt of the financial developments, gilt-edged stocks had resumed Tuesday's advance in lively style. In order to satisfy fresh investment demand, the authorities sold stock of both recently-created £200m tranches of Exchequer 10% per cent 1997, at 86. Sterling's firmness against the dollar and lower short-term interest rates in the UK yesterday had encouraged investors.

Industrial shares were not too badly affected by the overseas events until the after-hours trade. Confirmation that major engineering concern TI was facing problems with its Ralston cycle business, which caused the group to issue a second-half profits warning when upper sentiment TI an unexpected market recently on rumours about trading prospects, dropped to 182p, for a fall of 38p in highly nervous late trading. The closing index movement was distorted by the weakness of TI, which appreciated by some 9 points.

Outwardly still by the Abu Dhabi threat to world crude prices, the oil sector was again lacking in confidence but there were many good features elsewhere. Trafalgar House attracted sporadic offerings and slipped 5 to 243p, while Redland softened 2 to 243p, and British Aerospace responded strongly to the U.S. Navy order for Hawk aircraft. Charter Consolidated regained some composure after this week's joint with Marley Baking Co., regaining 10 to 200p. Other Mining Finance Houses followed, led by Consolidated Gold Fields.

Clearers volatile

Clearing banks were disturbed by late reports of Nigeria's rejection of the conditions laid down by the IMF for a \$2.5bn loan. First Chicago Corporation's revelation that it will have to greatly increase its provision

FINANCIAL TIMES STOCK INDICES

	Oct 3	Oct 2	Oct 1	Sept 28	Sept 27	Sept 26	Sept 25	Year Ago
Government Secs	80.89	80.51	80.84	80.80	80.83	80.84	80.03	
Fixed Interest	84.49	84.55	84.55	84.27	84.11	83.83	84.69	
Industrial Ord.	857.4	859.6	859.9	858.4	872.0	869.0	707.8	
Gold Mines	380.4	385.6	380.6	381.0	387.7	387.3	344.8	
Ord. Div. Yield	4.89	4.89	4.89	4.83	4.79	4.80	4.74	
Earnings, Yld.% (fwd)	11.65	11.53	11.41	11.44	9.45			
P/E Ratio (est.)	10.29	10.29	10.89	10.41	10.55	10.50	13.28	
Total bargains (Est.)	16,840	33,380	19,157	20,258	16,052	17,000	20,043	
Equity turnover (M)	865.07	196.79	308.99	334.51	278.15	146.50		
Equity bargains	—	16,830	16,793	16,646	18,157	15,062	16,944	
Shares traded (mln)	145.6	139.1	202.6	206.0	160.8	146.3		

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

HIGHS AND LOWS S.E. ACTIVITY

	1984	Since Compl'n	Oct 2	Oct 1
	High	Low	High	Low
Govt Secs	83.77	75.78	127.7	49.48
Fixed Int.	87.48	80.45	155.4	50.03
Ind. Ord.	87.49	81.42	122.28	31.75
Gold Mines	711.7	695.7	754.7	356.49

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.
2 pm 864.6. 3 pm 864.4.

Basis 100 Govt. Secs, 15/2/84. Fixed int. 19/28. Gold Mines 12/3/84. SE Activity 1974.

Lates Index 01/246 8026. NII 9.88. + Corrected.

10 am 860.6, 11 am 863.8. Noon 864.0. 1 pm 864.2.<

INSURANCE, OVERSEAS & MONEY FUNDS

هذا عن التحليل

INSURANCE, OVERSEAS & MONEY FUNDS

